

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 1st December, 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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.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 10 November 2020 – submitted for approval as a correct record 7 - 20

5. Forward Planning

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6. Business Bulletin

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7. Executive Decisions

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7.3	Climate Emissions Analysis and 2030 Sustainability Strategy Approach – Report by the Chief Executive	113 - 134
7.4	End Poverty in Edinburgh Delivery Plan 2020-30 – Report by the Chief Executive	135 - 170
7.5	Best Value Assurance Audit – Report by the Chief Executive	171 - 230
7.6	Mobile Library Service Feasibility Study – Report by the Chief Executive	231 - 236
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7.8	Short Term Lets: Scottish Government Consultation on a Licensing Scheme and Planning Control Areas in Scotland – Report by the Executive Director of Place	259 - 266

8. Routine Decisions

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8.2	Welfare Reform Update – Report by the Executive Director of Resources	343 - 356
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8.4	Energy Management Policy for Operational Buildings - Annual Report – Report by the Executive Director of Resources	367 - 374

8.5	Council Health and Safety Policy – Report by the Executive Director of Resources	375 - 394
8.6	Council Smoke Free Policy – Report by the Executive Director of Resources	395 - 428

9. Motions

9.1 If any

Andrew Kerr

Chief Executive

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 Rob Munn, Councillor Ian Perry, 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.

Further information

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

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Minutes

Policy and Sustainability Committee

10.00 am, Thursday 10 November 2020

Present

Councillors McVey (Convener), Aldridge, Burgess (substituting for Councillor Main, items 6 and 7), Kate Campbell, Child (substituting for Councillor Wilson), Cook, Doran (substituting for Councillor Day), Gardiner, Gloyer, Hutchison, Macinnes, Main, Mowat (substituting for Councillor McLellan, items 1 - 5), Munn, Perry, Rose (substituting for Councillor McLellan, item 6 onwards), Staniforth, Webber and Whyte.

1. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 6 October 2020 as a correct record, subject to the following correction: under Item 5(a) the Deputation was from the Jack Kane Centre Management Committee and not Low Traffic Corstorphine.

2. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 10 November 2020 was presented.

Decision

- 1) To advise members on the current position with the report on Short-term Lets and the consultation required for this.
- 2) To otherwise note the Work Programme.

(Reference – Work Programme 10 November 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 3** – Participation Requests
 - Action 7** – Filming in Edinburgh 2019
 - Action 15** – South East of Scotland Regional Transport Transition Plan
 - Action 16** – Reform of Transport Arm's Length External Organisations

Action 19 – Spaces for People – Additional Contract Waiver for Material Orders and Contract Services

Action 22 - Schools Re-opening - Update

Action 23(a) (1) and (2) and 23(b) – Community Centres and Libraries Reopening

Action 25 - Motion by Councillor Staniforth - The City's Relationship with Krakow

Motion by Councillor Day - Equality and LGBT + Rights

Action 26(2) – Adaptation and Renewal Programme Update

Action 29(1) and (2) - Spaces for People Initiative – Response to Motion

Action 33(1) - Adaptation and Renewal Programme Update

Action 38(1) and (2) – Edinburgh's Christmas and Edinburgh's Hogmanay - Contract Terms and Open Book Audit

2) **Action 23(b) – Community Centres and Libraries re-opening**

To note that a response would be sent to the Jack Kane Centre Management Committee answering their outstanding questions and that a copy of that response would be circulated to members.

3) **Action 26(1) – Adaptation and Renewal Programme Update**

To ask for a briefing clarifying the timelines for leaflets being published.

4) **Action 31 – Pavements and People – Motion by Councillor Webber**

To ask officers to provide an update on the Business Bulletin item to the Transport and Environment Committee on 12 November. If this was not possible, then to request an update to this Committee in January or a briefing note.

6) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

4. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for November 2020 was submitted.

Decision

- 1) To agree to provide local ward members with details of the membership of the Neighbourhood Networks when they had been set up
- 2) To otherwise note the Business Bulletin.

(Reference – Business Bulletin 10 November 2020, submitted.)

5. Adaptation and Renewal Programme Update

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in period 13 September to 30 October 2020, the latest Covid-19 Dashboard and a wider programme updates together with a progress update on the VERA and Flexible Working exercise with a recommendation to extend this to Heads of Service and potentially other Grades if required and appropriate.

Details were also provided on a further cumulative Integrated Impact Assessment (IIA) carried out on decisions taken by the Council Incident Management Team (CIMT) in response to the Covid-19 pandemic covering the period 15 May to 15 September 2020 and also the approach to budget engagement both in the immediate and ahead of the budget setting process which will be presented to February Council.

Motion

- 1) To note the Council's latest Covid-19 position following the most recent guidance from Government.
- 2) To note the decisions taken to date under urgency provisions from 13 September to 30 October 2020 outlined at Appendix 1 of the report by the Chief Executive.
- 3) To note the Covid-19 Response Dashboard outlined at Appendix 2 of the report.
- 4) To note the findings of the Cumulative Integrated Impact Assessment of CIMT's decisions between 15 May to 15 September 2020. The findings would be used to inform the Adaptation and Renewal Programme. Further information was at Appendix 3 of the report.
- 5) To note the update on VERA and Flexible Work following Council approval of the use of reserves on 15 October 2020.
- 6) To note the proposal for initial budget engagement to commence on 11 November 2020.
- 7) To note that a report went to the Finances and Resources Committee on 29 October 2020 with further proposals to deliver towards a sustainable budget for 2020/21.

- moved by Councillor McVey, seconded by Councillor Perry

Amendment

- 1) To note the Council's latest Covid-19 position following the most recent guidance from Government.
- 2) To note the decisions taken to date under urgency provisions from 13 September to 30 October 2020 outlined at Appendix 1 of the report by the Chief Executive.
- 3) To note the Covid-19 Response Dashboard outlined at Appendix 2 of the report.
- 4) To note the findings of the Cumulative Integrated Impact Assessment of CIMT's decisions between 15 May to 15 September 2020. The findings would be used to

inform the Adaptation and Renewal Programme. Further information was at Appendix 3 of the report.

- 5) To note the update on VERA and Flexible Work following Council approval of the use of reserves on 15 October 2020.
- 6) To note the proposal for initial budget engagement to commence on 11 November 2020.
- 7) To note that a report went to the Finances and Resources Committee on 29 October 2020 with further proposals to deliver towards a sustainable budget for 2020/21.
- 8) To note that Edinburgh had initially been placed in Tier 3 of the Scottish Government's Strategic Framework for the protection from the spread of Covid-19 and that this had persisted to date despite the data showing Edinburgh's cases per 100k remaining at the bottom of the trigger threshold between Tiers 1 and 2 and that three of the four other indicators suggested Tier 0.
- 9) To note that the Tier 3 restrictions, along with earlier similar restrictions across the Central Belt, had been in place for some weeks now and were having a considerable detrimental effect on businesses in Edinburgh – particularly in the hospitality sector.
- 10) To therefore agree that the Council Leader should seek an early meeting to press for the City's inclusion in Tier 2 at the next available opportunity, should the indicators remain stable or reduce as they have done in recent weeks, and that as a minimum Edinburgh should be placed on the "Watch List" to reduce the Tier rating as indicators allowed.

- moved by Councillor Whyte, seconded by councillor Webber

Voting

The voting was as follows:

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

(For the motion: Councillors Kate Campbell, Child, Doran, Gardiner, Macinnes, Main, McVey, Munn, Perry and Staniforth.

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

Decision

To approve the motion by Councillor McVey.

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

6. Short Window Improvement Plan Progress Update

A summary of progress on delivering the sustainability improvement actions set out in the Council's sustainability Short Window Improvement Plan (SWIP), which was agreed by Committee in October 2019, was provided.

Motion

- 1) To note the update on progress towards delivery of the Council's Sustainability Short Window Improvement Plan, and that future updates on specific actions would be reported to the appropriate Council Committee.
- 2) To note the timeline for development of a 2030 sustainability strategy for the city, including a report outlining high-level priorities to be brought to Committee in December 2020.
- 3) To note the development of a Carbon Scenario Tool and phased approach to roll-out.
- 4) To note that a proposed approach to reporting on the Council's 2030 net zero target would be brought to Committee in December 2020, ahead of the first progress report on the 2030 target, due in March 2021.

- moved by Councillor McVey, seconded by Councillor Perry

Amendment

- 1) To amend paragraph 1) in the motion by Councillor McVey to:
'To note the update on progress towards delivery of the Council's Sustainability Short Window Improvement Plan, and that future updates on specific actions would be reported to **this committee**.'
- 2) To add to the motion by Councillor McVey
 - 5) Notes that in February 2019 Council agreed that an action plan to achieve its own target of net-zero climate changing emissions by 2030 would be brought forward, that this action plan was re-affirmed by Corporate, Policy & Strategy committee in May 2019 and that given the Climate Emergency, regrets that this action plan remains outstanding 21 months later. Therefore calls for the date of the publication of this action plan to be reported to this committee in December.

- moved by Councillor Burgess, seconded by Councillor Staniforth

In accordance with Standing Order 22(12), the amendment was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the update on progress towards delivery of the Council's Sustainability Short Window Improvement Plan, and that future updates on specific actions would be reported to any appropriate Council Committee and this Committee.

- 2) To note the timeline for development of a 2030 sustainability strategy for the city, including a report outlining high-level priorities to be brought to Committee in December 2020.
- 3) To note the development of a Carbon Scenario Tool and phased approach to roll-out.
- 4) To note that a proposed approach to reporting on the Council's 2030 net zero target would be brought to Committee in December 2020, ahead of the first progress report on the 2030 target, due in March 2021.
- 5) To note that in February 2019 Council agreed that an action plan to achieve its own target of net-zero climate changing emissions by 2030 would be brought forward, that this action plan was re-affirmed by the Corporate Policy and Strategy Committee in May 2019 and that given the Climate Emergency, regrets that this action plan remained outstanding 21 months later. Therefore calls for the date of the publication of this action plan to be reported to this committee in December 2020.

(References – Policy and Sustainability Committee on 25 October 2019 (item 3); report by the Chief Executive, submitted.)

7. Public Bodies Climate Change Duties Report 2019/20

Approval was sought for the Council's statutory report for 2019/20 on compliance with the Climate Change (Scotland) Act 2009 Public Bodies Climate Change Duties to be submitted to the Scottish Government on 30 November 2020.

Decision

- 1) To approve the City of Edinburgh Council Public Bodies Climate Change Duties Report 2019/20, for submission to the Scottish Government on 30 November 2020.
- 2) To note that as part of the Council's new approach to sustainability agreed on 14 May 2019 an ambitious new target for the city and Council to be net zero by 2030 was set. This new target would be reflected in future reporting on the Council's public bodies duties.
- 3) To further note that the baseline and trajectory for reaching net zero by 2030 would be set out in a report to Committee in December 2020.

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

8. International Framework Update

In response to motions by Councillors Day and Staniforth, details were provided on the next steps towards ongoing refresh of the Council's approach to international engagement to be undertaken during 2021 including the role of the Council's international strategy in supporting equalities outcomes.

Decision

- 1) To note the response received to a letter from the Lord Provost to the Mayor of Krakow on issues relating to equalities and LGBTQ+ rights.
- 2) To agree for City of Edinburgh Council equalities officers to approach Krakow Council officials with an invitation to engage sharing of best practice in promoting LGBTQ+ equalities in both cities.
- 3) To agree that a refresh of the Council's International framework be undertaken to ensure that international engagement activity met the needs of the city during a period of renewal from recession and be carried out in support of agreed equalities outcomes.

(Reference – Policy and Sustainability Committee of 6 August 2020 (item 18); (report by the Chief Executive, submitted.)

9. Gaelic Language Plan 2018-22 – Monitoring Report

An overview was provided of the Council's statutory annual monitoring report which summarised progress with the implementation of its Gaelic Language Plan 2018-22 which was due to be submitted to Bòrd na Gàidhlig by 7 December 2020.

Decision

To approve the second statutory annual progress report on the Council's Gaelic Language Plan 2018-22, as required by Bòrd na Gàidhlig, and due to be submitted to the Bòrd by 7 December 2020.

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

10. Filming in Edinburgh – Costs and Income

The Committee had agreed to further information on costs and income of filming, comparing Edinburgh's results with cities that charged for the use of public space for filming, to inform future Council policy in this area.

Details were provided on a comparative study, which found that the costs to filmmakers of Council services and locations were broadly in line with UK market norms for film work and the economic benefit to the city from filming was greatly increased by hosting major international feature films. The study also found that 'Filming Permits' were employed by most local authority film offices outside Scotland to manage filming in public spaces and that consideration of this option for Edinburgh would take into account the need to remain competitive in attracting high value filming to the city.

Decision

- 1) To note the findings of the comparative study into city location filming costs and income (Appendix 1 to the report by the Executive Director of Place) and Edinburgh's continuing competitiveness.
- 2) To note the planned film and TV sector engagement on the feasibility of introducing a 'Film Permit' procedure to further support the effective management of filming in the city.

(References – Policy and Sustainability Committee 25 February 2020 (item 19); report by the Executive Director of Place, submitted.)

11. Community Centre and Libraries Re-opening

(a) Deputation

A written deputation was presented on behalf of the Jack Kane Community Centre.

The deputation indicated that they were looking not to open the Community Centre to the wider public but to deploy a single occupancy **pilot** project which would seek to gently open the centre in a safe and compliant way. They felt that the benefits of this controlled and restricted access would mean that they could deliver services as laid out in the Scottish Government Framework for the renewal of youth work services.

The deputation stressed that their ambitions were still to ensure a secure and welcoming environment for essential youth work to take place.

(b) Report by the Chief Executive

Details were provided on the present adaptation and renewal arrangements in Community Centres and Libraries, including performance data for libraries and approved use of Centres.

Proposals for the next steps: the addition of indoor youth work to the defined criteria; outline plans for library reopening and gradual introduction of services; Council officers and partners to explore a collaborative approach to the gradual adaptation and renewal of community learning and development across the city were outlined.

Motion

- 1) To note the current use of libraries and community centres.
- 2) To note the additional cost of the approach set out in these papers was £200k, subject to resources being made available from Council reserves.
- 3) To note the resource challenges for the Council in maintaining a safe environment for citizens and staff across the estate.
- 4) To approve the addition of youth work (as defined by Youthlink Scotland) and community services that supported the vulnerable to the list of essential services that required access to community centres.
- 5) To approve that community centres would be able to apply to reopen for indoor youth work.
- 6) To agree to delegate to officers to renegotiate changes to leases with community centres as a matter of urgency, where new leases could resolve some issues preventing reopening.
- 7) To agree that discussions with community centre management committees were due to begin this week.

- 8) To agree that prioritisation would be given to libraries in areas of SIMD 1 and 2 for stage 2.
- 9) To refer the approval of the additional cost of £200k being made available from Council reserves to Full Council as a recommendation.

- moved by Councillor McVey, seconded by Councillor Perry

Amendment 1

- 1) To note the current use of community centres and libraries.
- 2) To note the approach being adopted to reopen libraries and community centres, subject to the available resources being made available from Council's depleting Reserves. The additional cost was £200k.
- 3) To regret the continued exclusion of Ratho Library and the specific set of issues this valued service was facing and request a feasibility study on the use of Mobile Library service as an alternative in one cycle.
- 4) To note the intention at Stage 2 to open libraries in areas of Multiple Deprivation but ask that this was reviewed to consider opening Edinburgh's most used libraries (for example Blackhall and Morningside) in order to gain the greatest service reach given the limited financial resources available for this opening programme.
- 5) To approve the addition of youth work (as defined by Youthlink Scotland) to the list of essential services that may be able to access community centres.
- 6) To approve that, subject to risk management, governance and available resources, community centres would be able to apply to reopen for indoor youth work.

- moved by Councillor Webber, seconded by Councillor Whyte

In accordance with Standing Order 22(12), paragraph 3 of the amendment was accepted as an addendum to the motion.

Voting

The voting was as follows:

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

(For the motion (as adjusted): Councillors Aldridge, Child, Campbell, Doran, Gardiner, Gloyer, Macinnes, Main, McVey, Munn, Perry and Staniforth.

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

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the current use of libraries and community centres.
- 2) To note the additional cost of the approach set out in these papers was £200k, subject to resources being made available from Council reserves.

- 3) To note the resource challenges for the Council in maintaining a safe environment for citizens and staff across the estate.
- 4) To approve the addition of youth work (as defined by Youthlink Scotland) and community services that supported the vulnerable to the list of essential services that required access to community centres.
- 5) To approve that community centres would be able to apply to reopen for indoor youth work.
- 6) To agree to delegate to officers to renegotiate changes to leases with community centres as a matter of urgency, where new leases could resolve some issues preventing reopening.
- 7) To agree that discussions with community centre management committees were due to begin this week.
- 8) To agree that prioritisation would be given to libraries in areas of SIMD 1 and 2 for stage 2.
- 9) To regret the continued exclusion of Ratho Library and the specific set of issues this valued service was facing and request a feasibility study on the use of Mobile Library service as an alternative in one cycle.
- 10) To refer the approval of the additional cost of £200k being made available from Council reserves to Full Council as a recommendation.

(References – Policy and Sustainability Committee of 6 August 2020 (item 7); report by the Chief Executive, submitted.)

12. Update on the Edinburgh Health and Social Care Partnership Older People Joint Inspection Improvement Plan

An update was provided on the work undertaken to deliver against the agreed improvement plan, developed in response to the findings of the Joint Inspection of Older People's services.

Motion

- 1) To note the significant progress to date in delivering agreed improvement actions as specified in the improvement plan, developed in response to the Joint Inspection of Older People's Services as detailed in Appendix 1 to the report by the Chief Officer.
- 2) To agree that an update report be brought back to this Committee in no later than 6 months time and that the Convener liaise with the Chair of the IJB and Chief Officer on exactly when this would be possible

- moved by Councillor McVey, seconded by Councillor Perry

Amendment

- 1) To note the limited progress to date given the first Care Inspectorate Report was published three and a half years ago and that notably, many of the actions that had a most direct effect on the lives of individuals and their carers

(recommendations 8 onwards) remained rated at Amber or Red. Further noting that this update had been provided almost two years after the publication of the Care inspectorate Progress Review Report.

- 2) To note with particular concern that the slow pace of implementation of the Three Conversations model had meant that there was no assurance over progress on the most critical recommendations 12, 13 and 15 and that much of this work was targeted for completion by December 2019 (i.e. prior to the Covid-19 Pandemic).
- 3) To therefore agree that a further report be presented within two cycles indicating how the improvement progress could be accelerated and that evidence be provided of direct improvement for services users both objectively and subjectively.

- moved by Councillor Whyte, seconded by Councillor Rose

Voting

The voting was as follows:

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

(For the motion: Councillors Aldridge, Child, Campbell, Doran, Gardiner, Gloyer, Macinnes, Main, McVey, Munn, Perry and Staniforth.

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

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 6 August 2019 (item 6); report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

13. Policies – Assurance Statement - Customer

To ensure that the policies remained current and relevant, all Council directorates were required to review policies on an annual basis. An assurance update on key policies within the Customer Team – Corporate Debt Policy, Discretionary Housing Payments Policy, Council Tax policies (second homes and empty properties) and Non-Domestic Rates Policy (Discretionary Relief) was presented to the Committee as fit for purpose.

Decision

To note that the Council policies detailed in the report by the Executive Director of Resources had been reviewed and were considered to reflect current legislative requirements and best practice and therefore remained fit for purpose.

(References – Corporate Policy and Strategy Committee, 9 August 2016 (item 5); report by the Executive Director of Resources, submitted.)

14. Human Resources Policies – Assurance Statement

Details were provided on the employment or Human Resources (HR) policies, which had been reviewed, consulted on, and approved by relevant committee in the last 12 months together with an outline of the HR policies that were planned for review in the next 12 months.

Decision

To note that the Council policies detailed in the report by the Executive Director of Resources had been reviewed and were considered as being current, relevant and fit for purpose.

(References – Corporate Policy and Strategy Committee, 5 December 2017 (item 8); report by the Executive Director of Resources, submitted.)

15. Health and Social Care Savings – Motion by Councillor Whyte

The following motion by Councillor Whyte was submitted in terms of Standing Order 17:

“Committee:

- 1) Notes the challenging operating environment for Health and Social Care in light of changes required from Covid-19 and the difficult financial conditions;
- 2) Recognises the IJB has set challenging targets for savings in the current financial years;
- 3) Requests an update within one cycle of Council progress in meeting the savings targets for Health and Social Care;
- 4) Requests commentary on each of the savings targets and the impact on service provision.”

Motion

To approve the motion by Councillor Whyte.

- moved by Councillor Whyte, seconded by Councillor Webber

Amendment

To delete all of the motion by Councillor Whyte and replace with:

- 1) Notes the challenging operating environment for Health and Social Care in light of changes required from Covid-19 and notes the £29m (£6m directly for COVID) of additional funding given to the EIJB so far (with more unquantified funding to come) to help manage this pressure, nonetheless acknowledges the difficult financial conditions;
- 2) Recognises the IJB has set challenging targets for savings in the current financial years and notes that the EIJB is responsible for scrutinising the Health and Social Care savings plan;
- 3) Requests an update to Committee within two cycles on the Health and Social Care savings plan as pertinent to Council services within the IBJ, with relevant

information on specific proposals to help Council understand the impact on service provision.

- moved by Councillor McVey, seconded by Councillor Perry

Voting

The voting was as follows:

For the motion - 6 votes

For the amendment - 10 votes

(For the motion: Councillors Cook, Gloyer, Hutchison, Rose, Webber and Whyte.)

For the amendment: Councillors Kate Campbell, Child, Doran, Gardiner, Macinnes, Main, McVey, Munn, Perry and Staniforth.)

Decision

To approve the amendment by Councillor McVey.

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Work Programme

Policy and Sustainability Committee

1 December 2020

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Council Asbestos Policy	Annual Review	Routine	Robert Allan	Resources	Annual	June 2021
2	Council Fire Safety Policy	Annual Review	Routine	Robert Allan	Resources	Annual	June 2021
3	Council Health and Safety Policy	Annual Review	Routine	Robert Allan	Resources	Annual	December 2020
4	Council Water Safety Policy	Annual Review	Routine	Robert Allan	Resources	Annual	June 2021
5	Council Smoke Free Policy	Annual Review	Routine	Robert Allan	Resources	Annual	December 2020
6	Gaelic Language Plan 2018-22	Monitoring Report	Executive	Eleanor Cunningham	Chief Executive	Annual	November 2021
7	Edinburgh Biodiversity Action Plan 2019-21	Annual Update	Executive	Caroline Peacock/Susan Falconer	Place	Annual	December 2020

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	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
8	Welfare Reform	Quarterly Update	Routine	Sheila Haig	Resources	Quarterly	December 2020 February 2021
9	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6 monthly	May 2021
10	Energy Management Policy for Operational Buildings - Annual Report.	Progress report	Executive	Peter Watton	Resources	Annual	December 2020
11	Policy Assurance Statement – Customer	Annual report	Executive	Nicola Harvey	Resources	Annual	November 2021
12	Policy Assurance Statement – Strategy and Communications	Annual report	Executive	Gavin King	Chief Executive	Annual	February 2021
13	Policy Assurance Statement -	Annual report	Executive	Katy Miller	Resources	Annual	November

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

	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	Autumn 2021

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
FEBRUARY 2021		
Covid-19 – Impact on Care Homes	Chief Officer, EHSCP	
Re-opening of Public Conveniences	Place	
Tourism and Hospitality Sector Recovery Plan – Follow Up	Place	
Health and Social Care Savings - Motion by Councillor Whyte	Chief Officer, EHSCP	
Policy Assurance Statement – Strategy and Communications	Chief Executive	Gavin King
Contact Centre Update – November 2020 to January 2021	Resources	Nicola Harvey
Welfare Reform Quarterly Update	Resources	Sheila Haig
Use of Schools as Polling Places - Response to a motion by Councillor Lang	Chief Executive	Chris Highcock

JUNE 2021		
Waste and Recycling in Schools (Motion by Councillor Main)	Resources/Place	
Edinburgh and South East Scotland City Region Deal Annual Report	Chief Executive	
Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	Chief Officer, EHSCP	
Council Asbestos Policy	Resources	Robert Allan
Council Fire Safety Policy	Resources	Robert Allan
Council Water Safety Policy	Resources	Robert Allan
Police Scotland Update	Chief Executive	Gavin King

Rolling Actions Log

Policy and Sustainability Committee

1 December 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	04.10.16	Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report	That an update report be submitted to Committee in 6 months.	Chief Executive (for Communities and Families)	Ongoing		<p>Update 9 July 2020</p> <p>With the instigation of the Covid-19 lockdown and other measures in place, the transfer of the two schools was put on hold on the 25th March 2020.</p> <p>The last 2 schools to transfer WHEC and Leith Academy will not do so until Edinburgh Leisure is back up and running and they are able to be transferred.</p>

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Agenda Item 5.2

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><u>Update 25 June 2020</u></p> <p>To agree that a final report be submitted to Committee.</p>
2	01.02.18	<p>City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18</p> <p>(Agenda for 1 February 2018)</p>	<p>Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.</p>	Executive Director of Place	Summer 2021		<p>This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.</p>
3	06.06.19 (Housing and Economy Committee)	<p>Edinburgh Economy Strategy – Annual Progress Report</p>	<p>1) Calls for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.</p> <p>2) Agrees that this research and analysis will inform a</p>	Executive Director of Place	December 2020		<p>Recommended for Closure</p> <p>Report on the agenda for this meeting</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 29			review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that will emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the council will need to provide to move us towards a more sustainable economy.				
	4	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	Chief Executive	February 2021	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 30			time for the 2021 Scottish Parliament and 2022 local government elections.				<p>places will be required going forward to next year elections.</p> <p><u>Update 6 October 2020</u></p> <p>This will now be reported to the meeting of the full Council in November 2020</p> <p><u>Update – 11 June 2020</u></p> <p>The Review of Polling Arrangements across the city has now been completed with a number of proposed changes. This included a review of all the schools currently used as polling venues. It is</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>possible to replace 10 of the current 35 primary schools with new venues that offer better facilities and or are better located with sufficient capacity. In each of the other 25 schools there are no alternative venues. The next stage is public consultation. It is intended to report finally around August/September to allow these arrangements to be used for the publication of the new register on 1 December. Before that the proposals are being shared informally with councillors for their comment. It is</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							proposed that the protocol is maintained under which an in-service training day is aligned with all scheduled polling days to minimise overall disruption
5 Page 32	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 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	Executive Director of Resources / Executive Director of Place	June 2021		<u>Update - 6 October 2020</u> Report to Committee – agreed to leave open until the information requested had been provided. <u>Update – 11 June 2020</u> Following discussion with Councillor Main it has been agreed that this report will be deferred to September 2020, to

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>requested.</p> <p>b) A report to the Policy and Sustainability Committee outlining the service provided for each school at the start of the 2020/21 Academic Year and including plans for a Carbon Neutral Edinburgh 2030.</p>				enable the relevant service areas to prioritise work to support schools re-opening and to incorporate lessons learned arising from the Covid-19 lockdown period.
Page 33	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		<p><u>Update 6 October 2020</u></p> <p>To be included in the Housing, Homelessness and Fair Work Committee business bulletin for 14 January 2021 meeting.</p> <p><u>Update 20 August 2020</u></p> <p>To be reported to Housing,</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Homelessness and Fair Work Committee
7	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 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.	Executive Director of Place	March 2021 (to the Culture and Communities Committee)		<p><u>Update 10 November 2020</u></p> <p>A stakeholder engagement page for the Public Spaces Management Plan is now live and will remain so until 23 November 2020. The 'home page' describes and links to 4 'challenges' that are hosted on the collaborative engagement tool Dialogue. The 4 'challenges' are:</p> <ul style="list-style-type: none"> Public Space Management Plan Key

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 35							<p>Principles and Guidelines</p> <ul style="list-style-type: none"> • Area Conditions • Application process for Organisers • Community Engagement <p>The link to the site is here: https://consultationhub.edinburgh.gov.uk/sfc/b24acf90</p> <p><u>Update 6 October 2020</u></p> <p>Item included in business bulletin to Culture and Communities Committee of 15 September with</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							further report scheduled for early 2021.
8	14.05.20	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	December 2020		Recommended for Closure An update has been provided in the Business Bulletin for this meeting.
9	28.05.20	Decisions Taken under Delegated Power and Operational Decision Making - Covid-19	1) To call for a short report in three cycles fully detailing the decisions made so far, and providing options to re-open community centres as part of Adaption and Renewal, to allow access to volunteers from	Chief Executive	9 July 2020	9 July 2020	CLOSED

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 37			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.	Chief Executive (for Communities and Families)	November 2020		
10	28.05.20	Outcome Report of the Short Life Working Group to Examine Communities and Families Third Party Grants	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.	Chief Executive (David Hoy)	November 2020		Recommended for Closure Briefing note was issued to members on 25 November 2020
11	09.07.20	Tourism and Hospitality Sector Recovery Plan –	Notes the importance of Business tourism to the City's hospitality sector and the	Executive Director of Place	February 2021		<u>Update 10 November 2020</u> An update will be

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 38		Follow Up	<p>importance of business tourism in helping many of Edinburgh's sectors access the global market;</p> <p>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 Committee, including how the organisational structure will operate throughout the City.</p>				provided in the Committee's Business Bulletin in December 2020
	12	25.06.20	Adaptation and Renewal Programme Update	<p>To request that the Chief Officer of the Health and Social Care Partnership provide a report to Committee, at an appropriate time when information was available, containing, but not limited to, the following:</p> <p>a) An explanation for the disproportionately high</p>	Chief Officer, Edinburgh Health and Social Care Partnership	February 2021	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 39			<p>number of Edinburgh Covid-19 deaths that had occurred in care homes;</p> <p>b) Details of the number of care home Covid-19 deaths where the deceased had previously been in hospital;</p> <p>An explanation for the disproportionately high number of Edinburgh Covid-19 deaths in relation to the number of non-Covid-19 deaths;</p> <p>Understanding why the number of Edinburgh care homes showing a suspected case of Covid-19 deaths continued to increase;</p> <p>The steps taken by the Partnership, or the Public Health Advisory Board, to</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 40			<p>address the issues brought out by a) and c) in relation to future outbreaks: and</p> <p>f) The issues raised with the Edinburgh IJB and NHS Lothian about minimising the impact of future outbreaks across Edinburgh.</p>				
	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		<p>Recommended for Closure</p> <p>Report on the agenda for this meeting</p> <p><u>Update 10 November 2020</u></p> <p>Due to the evolving situation with covid-19 papers on the council's approach to consultation have been delayed.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
14	23.07.20	Council Response to Edinburgh Climate Commission and Sustainability Programme Update	1) To agree that planning for a green recovery and the Council net zero by 2030 carbon target will be integrated into the Adaptation and Renewal Programme including all future significant operational or financial proposals that will form the basis of a new council business plan. An update on progress will be provided in October.	Chief Executive	December 2020		Recommended for Closure Report on the agenda for this meeting
			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		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
15	23.07.20	Public Realm CCTV Update	To request an update on the Public Realm CCTV upgrade project progress in six months' time	Chief Executive (for Communities and Families)	January 2021		<u>Update 10 November 2020</u> A report is to be submitted to the Culture and Communities Committee in January 2021
16	06.08.20	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		<u>Update 6 October 2020</u> A report will be submitted to the meeting of the full Council on 10 December 2020
17	06.08.20	Accounts Commission: Local Government in Scotland -	To instruct the Chief Executive to report to Committee in two cycles providing a comprehensive assessment of	Chief Executive	December 2020		Recommended for Closure Report on the agenda

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 43		Overview 2020	<p>how the Council was addressing the recommendations outlined in the Key Messages section of the report and suggesting any 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.</p> <p>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</p>				for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			continuous improvement				
18	20.08.20	Adaptation and Renewal Programme Update	1) To agree to provide details of when the leaflet was designed and printed with reference to D181.	Executive Director of Place	November 2020		<u>Update 1 December 2020</u> An updated version of the briefing note will be circulated in advance of Committee
	10.11.20		2) To ask for a briefing clarifying the timelines for leaflets being published.	Executive Director of Place			<u>Update 10 November 2020</u> An update on this will be circulated in advance of Committee.
19 (a)	20.08.20	Annual Performance 2019/20	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	Chief Executive	December 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
			urgency.				
19 (b)	25.08.20	Referral of report to the City of Edinburgh Council	To further welcome the Policy and Sustainability Committee decision to 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.	Chief Executive	December 2020		Recommended for Closure Report on the agenda for this meeting
20	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	Chief Executive	December 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			order to clarify with officers how this would be brought forward.				
21	20.08.20	Update on Edinburgh's Christmas and Edinburgh's Hogmanay 2020/2021	<p>1) To agree an update report on how local business can get involved in the Christmas and New year festivals</p> <p>2) To agree to a full risk assessment being carried out which will consider operational, reputational risks with a particular focus on risks to public health which will be reported back to Committee in two cycles.</p> <p>3) To note paragraphs 4.22-4.25 of the report outlining how events will</p>	<p>Executive Director of Place</p> <p>Executive Director of Place</p> <p>Executive Director of Place</p>	<p>December 2020</p> <p>December 2020</p> <p>December 2020</p>		<p>Recommend for Closure:</p> <p>The Culture and Communities Committee approved proposals to mark Edinburgh's Hogmanay 2020.</p> <p><u>Update 10 November 2020</u></p> <p>On 1 October 2020 it was announced that Edinburgh's Christmas will move online in 2020 to reflect the current national restrictions in response to COVID-</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 47			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 participants and observers will be able to enjoy Christmas and Hogmanay events in a safe and secure way.				19. Discussions are ongoing on the arrangements for Edinburgh's Hogmanay
	22	25.08.20	City of Edinburgh Council – Motion by Councillor Webber –	To further request additional engagement with Lothian Buses, Living Streets Edinburgh, Guide Dogs	Executive Director of Place	End 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 48	10.11.20	Pavements and People (minute of 25 August 2020)	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 To ask officers to provide an update on the Business Bulletin item to the Transport and Environment Committee on 12 November. If this was not possible, then an update to this committee in January or a briefing note was requested.	Executive Director of Place	January 2021		
	23	06.10.20	Police Scotland – City of Edinburgh Division Update	Chief Superintendent Sean Scott to provide further detail on measures taken by Police Scotland to ensure the good road behaviour of cyclists.	Chief Executive	December 2020	Recommended for Closure An update has been provided in the Business Bulletin for this meeting.
24	06.10.20	Adaptation and Renewal	To agree that concerns regarding planning for the end	Executive Director of Place	Ongoing		<u>Update 1 December 2020</u>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 49		Programme Update	of term would be raised at a meeting with the Universities Group and then a briefing would be provided to members on the outcome of this discussion				The Scottish Government has now announced <u>plans</u> for students returning home at the end of the current term and has recently updated its <u>guidance</u> for Universities. The city's Universities are currently developing their plans for the end of term, in accordance and working closely with Scottish Government. Council officers will provide appropriate support if required and will request details of the University plans. These will be shared with elected members when received.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
25	06.10.20	Edinburgh and South East Scotland City Region Deal Annual Report	Notes reference in paragraph 4.3.6 to the Benefits Realisation Plan for the Deal and agrees that a further report be provided after the City Region Deal Joint Committee has considered the report detailing the Plan and how its indicators will be presented to the Policy and Sustainability Committee to allow elected members to scrutinise the Plan and ensure it will provide a robust process for reporting and monitoring delivery of the Deal	Chief Executive	Spring 2021		
26	06.10.20	Appointments to Working Groups 2020/2021	To review the membership of the West Edinburgh All Party Oversight Group to reflect the dissolution of Locality Committees and as such that the Convener / Vice Convener of South West and North West Locality positions no longer exists.	Chief Executive	December 2020		<u>Update 10 November 2020</u> A report is to be submitted to the Council in December 2020.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
27	06.10.20	Re-opening of Public Conveniences	Notes the approach to developing a public convenience strategy and approves commencement of assessment of possible locations for new public convenience facilities to be reported in three cycles to committee.	Executive Director of Place	23 February 2021		
28	06.10.20	Recycling and Waste Collection in Schools	<p>1) Requests that a report on the progress of the introduction of the new service is brought back to committee in six months.</p> <p>2) To agree to consider food waste recycling receptacles in schools as broken down in Appendix 2 and provide an update to members</p>	<p>Executive Director of Place</p> <p>Executive Director of Resources</p>	<p>June 2021</p> <p>April 2021</p>		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
29	10.11.20	Short Window Improvement Plan Progress Update	To note that in February 2019 Council agreed that an action plan to achieve its own target of net-zero climate changing emissions by 2030 would be brought forward, that this action plan was re-affirmed by Corporate, Policy & Strategy Committee in May 2019 and that given the Climate Emergency, regret that this action plan remained outstanding 21 months later. Therefore calls for the date of the publication of this action plan to be reported to this committee in December.	Chief Executive	December 2020		Recommended for Closure Report on the agenda for this meeting
30	10.11.20	Community Centres and Library Re-opening Update	To regret the continued exclusion of Ratho Library and the specific set of issues this valued service was facing and request a feasibility study on the use of Mobile Library service as an alternative in one cycle	Chief Executive (for Communities and Families)	December 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
31	10.11.20	Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	To agree that an update report be brought back to this Committee in no later than 6 months time and that the Convener liaise with the Chair of the IJB and Chief Officer on exactly when this would be possible.	Chief Officer, Edinburgh Health and Social Care Partnership	May 2021		
32	10.11.20	Health and Social Care Savings - Motion by Councillor Whyte	To request an update to Committee within two cycles on the Health and Social Care savings plan as pertinent to Council services within the IJB, with relevant information on specific proposals to help Council understand the impact on service provision	Chief Officer, Edinburgh Health and Social Care Partnership	February 2021		

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Business bulletin

Policy and Sustainability Committee

10.00am, Tuesday, 1 December 2020

Virtual - Via Microsoft Teams

Policy and Sustainability Committee

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

Recent news

Edinburgh Biodiversity Duty Report 2018-2020

All public bodies have a statutory duty to further biodiversity conservation and to report on how this is achieved every three years. These statutory requirements come from the Nature Conservation (Scotland) Act 2004 and the Wildlife and Natural Environment (Scotland) Act 2011. The required report for City of Edinburgh Council has been prepared and is due to be published and submitted to Scottish Government by 1 January 2021.

In complying with this Biodiversity Duty, public bodies must have regard to the Scottish Biodiversity Strategy. The Duty aims to do more than safeguard ecosystem services by protecting habitats and species. It is also about connecting people and their environment, contributing to health and wellbeing and inspiring communities. Work to improve biodiversity in Edinburgh is aligned with wider sustainability objectives, supports the Council target for zero carbon 2030 and helps adapt our city to climate change impacts through the Edinburgh Adapts programme.

The majority of what we deliver is achieved through the Edinburgh Biodiversity Partnership and Edinburgh Biodiversity Action Plan. This is a coalition of more than 30 partners from Council services and a number of external organisations such as NatureScot, Scottish Wildlife Trust, RBGE, RSPB, Water of Leith Conservation Trust and less well-known bodies such as Buglife. The partnership is currently chaired by RBGE.

The Biodiversity Duty report outlines what the Council is doing across all directorates to further biodiversity conservation. The main outcomes for biodiversity are delivered by Planning and Building Standards and Parks, Greenspace and Cemeteries. Other services such as Housing, Strategy and Insight, and Procurement also support biodiversity objectives. Further information is available in the [full report](#).

Compliance with the statutory biodiversity duty helps achieve a sustainable Edinburgh by incorporating biodiversity into many of the Council's existing activities and actions, thus helping to create a resilient natural environment, reduce carbon emissions, improve social

Background

For further information contact Caroline Peacock (caroline.peacock@edinburgh.gov.uk) or Susan Falconer (susan.falconer@edinburgh.gov.uk)

justice, economic wellbeing and good environmental stewardship.

Tourism and Hospitality Sector Recovery Plan

On [9 July 2020](#) Policy and Sustainability Committee noted 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. Discussions are on-going with partners from Edinburgh International Conference Centre, Edinburgh Hotels Association, Edinburgh Tourism Action Group, Surgeons Quarter, The University of Edinburgh and VisitScotland to develop a long-term approach for business tourism in the city. The long-term approach developed will be presented to Committee as soon as possible.

Edinburgh Slavery and Colonialism Legacy Review

Since the [Policy and Sustainability Committee](#) agreed a set of actions in support of Black Lives Matter to address historic racial injustice and stem modern day discrimination in Edinburgh earlier this year, work has progressed to research and collate a shortlist of potential members for a new and independent Slavery and Colonialism Legacy Review Group.

Following discussion with Councillor McVey and other Group Leaders in October, the Chief Executive extended an invitation to Sir Geoff Palmer OBE to be Chair, which he has accepted. Sir Geoff is a well-known Professor Emeritus in the School of Life Sciences at Heriot-Watt University, and a human rights activist. He has worked closely with the Council, academic representatives, and other stakeholders in recent years to review and revise the interpretation for the Melville Monument in St Andrews Square. He regularly speaks on contemporary anti-racist issues and publishes on Edinburgh's historic links with the transatlantic slave trade. A press release to publicly announce his appointment will be issued this month.

The Culture Service is providing ongoing support to the Chair to appoint the remaining Group members, finalise their terms of reference and the plan for review of the public realm. Future bulletins will report progress on all of these issues, and any queries in the meantime should be directed to gillian.findlay1@edinburgh.gov.uk

Measures taken by Police Scotland to ensure the good road behaviour of cyclists

Edinburgh Division have worked with our Roads Policing colleagues to deliver a variety of educational materials and events to educate all road users around increased road-safety and to ensure all road users are aware of each other. Some of the specific work which impacts on the safety of cyclists, includes:

- Numerous bike marking events held where crime prevention officers security marked bikes and Roads Policing officers providing cyclists literature and advice to promoting safe cycling.
- During October officers ran the darker nights "Autumn Awareness" campaign on a number of topics, including road and cycling safety.
- Crime prevention officers, alongside Community Policing Teams and Roads Policing officers have conducted road checks across the city and provided advice and guidance to drivers and cyclists.
- Community officers have been working with local cycle shops offering cycle maintenance training for young people to ensure pedal cycles are appropriately maintained and fit for use on the road with funding opportunities are being explored to extend this scheme.
- Cycling safety messaging has been promoted through our extensive social media channels alongside general road safety messaging for all road users including the "Be Prepared. Be Safe. Be Seen" campaign. The campaign is aimed at all road users, to encourage safer driving and cycling during the darker nights.
- Edinburgh Division, through the Divisional Road Safety board have developed a suite of measures which we are keen to develop into a range of analytical products, to enhance road safety throughout Edinburgh. This work will include problem profiling, monthly tasking and delivery analysis leading to quarterly higher level analysis to improve road safety.
- Various Operation Close Pass days have been run across the city to educate drivers regarding safe passing of the cyclists.

Contact:
Sean Scott
Chief Superintendent
Police Scotland

Update report 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.

Edinburgh Division are not changing the published Policing Priorities due to the Covid pandemic but working practices have been up amended to maximise public and officer safety. These changes are flexible, as the pandemic and government restrictions around it change.

- Chief Constable Iain Livingstone has commissioned John Scott QC, to independently review Police Scotland's use of their Covid emergency powers.
- The Chief Constable has set up and chairs a Strategic Oversight Board (SOB). The purpose of this group is to oversee the long-term success of the three strategic outcomes communicated publicly by the chief constable in support of the Scottish Governments' aims in tackling the crisis, these are:
 - To support the reduction of deaths and harms caused directly by COVID-19;
 - To enhance public confidence and trust in policing in Scotland;
 - To protect and improve the safety, health and wellbeing of our people.
- Police Scotland and Edinburgh Division have amended their attendance at non-priority calls, in line with the changing Scottish Government guidelines, to meet public expectation whilst taking measures to prevent the spread of the disease.
- Local Policing Appointments have been managed via telephone or digitally throughout the lockdown and flexibility was built in to allow operational responses to changing situations.
- Public engagement has been carried out throughout the pandemic, through both national and local engagement, with this engagement including updates around policing responses, education, highlighting the importance of reporting Covid disability hate crimes, policing response to incidents, crime prevention and police powers.
- Organisational learning has been captured at both a national and local level, to improve efficiency and to

streamline processes, complementing the above work.

- Divisional operations Superintendent sits on a joint weekly meeting with Snr CEC managers to discuss new and emerging covid restrictions. This covers gatherings in public areas, licensing issues, response to antisocial behaviour, events and protests.
- Partnerships Chief Inspector sits on weekly health led universities meeting to coordinate response to COVID-19 outbreaks / plan for student departure/return and attends associated Incident Management Team meetings to ensure appropriate intervention and mitigation measures are identified and implemented from a policing perspective.
- Edinburgh Division supporting NHS Lothian led planning for mass COVID-19 vaccination programme.

Forthcoming activities:

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Policy and Sustainability Committee

10.00am, Tuesday 1 December 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 September 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 to September 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](#)
- 8.3 Policy and Sustainability Committee 11 June 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.4 Policy and Sustainability Committee 6 October 2020 – [Police Scotland – City of Edinburgh Division Update](#)

9. Appendices

Report by the divisional commander

Policing for a safe, protected and resilient Scotland



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

EDINBURGH CITY DIVISION
SCRUTINY REPORT
April - September 2020



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Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division Scrutiny Report for April – September 2020, which sees ongoing local and national Covid-19 related restrictions and the continuation of unique demands being experienced by us all. With Halloween and Bonfire Night now behind us, we are once again taking stock of the Operation Crackle and Operation Moonbeam deployments utilised over these weekends to deter fireworks-related disorder and protect both the public and emergency service workers from harm.

Looking forward, we are now finalising our plans for Operation Winter City, Edinburgh Division's festive policing campaign. Winter City covers not only the run-up to Christmas, but also the Hogmanay celebrations and the early days of January 2021.

Like many of our celebrations this year, the festive period will have a different feel than previous years. We already know that the Christmas markets will not be in place within Princes Street Gardens, while the Torchlight Procession and Hogmanay Street Party are also cancelled in order to reduce the potential spread of coronavirus.

With that said, we know this time of year continues to provide a number of challenges in terms of policing, and our campaign will maintain its focus on tackling acquisitive crime, drink driving, violence and general home and personal safety. This information will be once again available on our social media channels, so please follow these if you want to be kept up to date with Operation Winter City.

With darker nights and shorter days now very much here, we have been working with our partners delivering Autumn Awareness and Be Prepared Be Safe Be Seen campaigns, aimed at educating all road users to look out for one another and to ensure that you can be seen. Bike marking and bike security events have been taking place, promoting cycling security and safety alongside road checks across the city where we have been providing advice and guidance to drivers and cyclists.

Our performance within this document continues to show significant drops in crimes, with overall crime reduced by 16.6% from last year to date. Crimes that have reduced significantly include domestic housebreaking, vehicle crime and violent crime. While these are all positive, we continue to watch these trends closely, especially as local and national restrictions change.

You may have recently seen that the UK threat level has been raised to severe, in response to incidents arising in France and Austria. Let me take this opportunity to assure residents and businesses within the city that there is no intelligence to suggest any specific threat to Edinburgh or Scotland, however our officers will be on patrol and will remain vigilant during this forthcoming Winter period.

A handwritten signature in black ink, which appears to be 'Sean Scott', written in a cursive style.

Chief Superintendent Sean Scott
Divisional Commander
City of Edinburgh Division



Summary of Local Policing Priorities

For the reporting period of 1st April to 30th September 2020, a total of 22458 crimes were recorded by Edinburgh Division. This is a reduction of 17.5% (4773 fewer crimes) against the five year average and 16.6% (4469 fewer crimes) against last year to date (LYTD). Solvency has increased by 6.8% over the same five year period to 58.0%. The following summary provides a breakdown of the picture in respect of our Local Policing Priorities against the 5 year average or LYTD, which was the 2019/2020 reporting period.

Addressing Violence

Overall, violent crime in the city has reduced by 17.6% (648 fewer crimes) against the 5 year average and by 18.9% (706 fewer crimes) against LYTD.

Murder has reduced by 50.0% (1 crime fewer) against the 5 year average. Attempted murder has reduced by 11.3% (1 fewer crime) against the 5 year average.

Serious assaults have reduced by 35.7% (71 fewer crimes) against the 5 year average and by 29.3% (53 fewer crimes) against LYTD. Common assault (including emergency workers) has reduced by 16.6% (553 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 safeguarding opportunities 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 increased by 13.5% (167 more crimes) against the 5 year average.

Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has decreased by 32.2% (3131 fewer crimes) against the 5 year average and by 27.9% (2553 fewer crimes) against LYTD.

Domestic housebreaking has reduced by 63.5% (243 fewer crimes) against the 5 year average and by 34.2% (77 fewer crimes) against LYTD. Motor vehicle crime has reduced by 51.6% (762 fewer crimes) against the 5 year average and by 39.7% (471 fewer crimes) against LYTD.

Theft from a lockfast place (excluding motor vehicles / dwellings) has reduced by 46.5% (73 fewer crimes), theft shoplifting reduced by 35.6% (733 fewer crimes), and common theft reduced by 48.1% (1285 fewer crimes). Fraud has increased by 38.5% (233 more crimes).

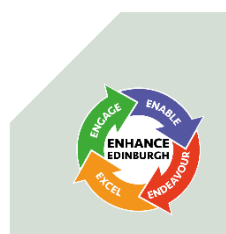
Dealing with Disorder and Antisocial Behaviour

Overall antisocial behaviour has increased by 26.6% (4325 more incidents) 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 28.8% (806 fewer crimes) against the 5 year average. Vandalism has reduced by 29.6% (755 fewer crimes) over the same period.

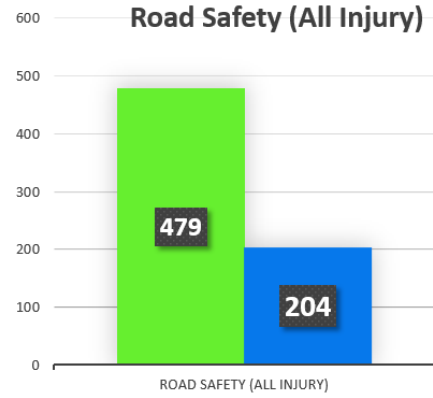
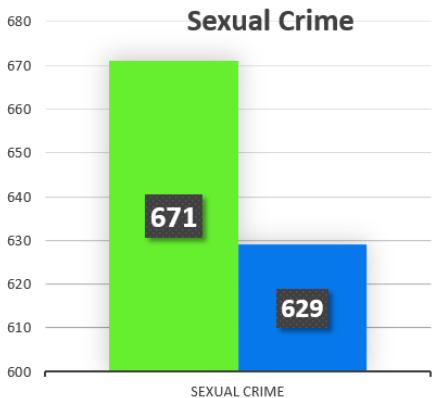
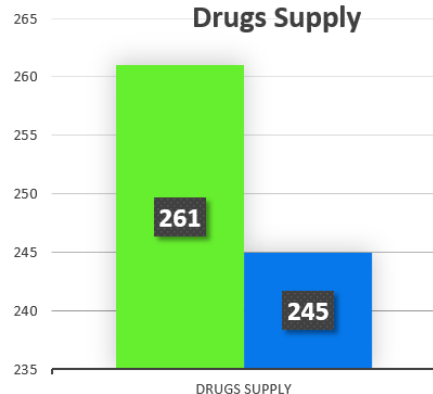
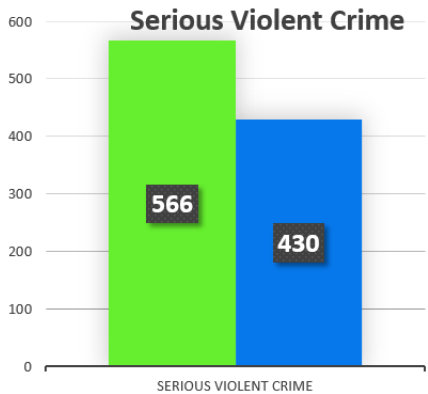
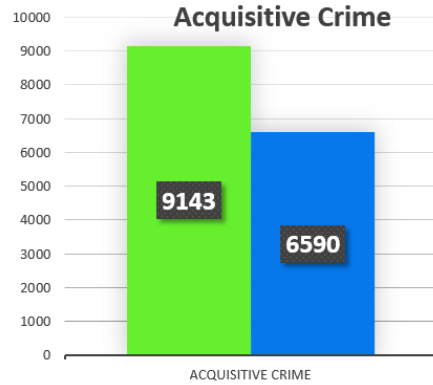
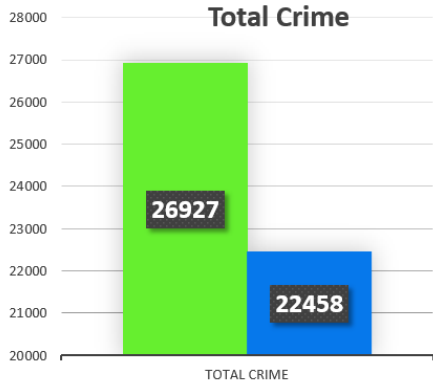
Making Our Roads Safe

Offences in relation to driving and the use of motor vehicles have reduced by 14.3% (605 fewer offences) compared to the 5 year average and reduced by 13.3% (554 fewer offences) against LYTD. There have regrettably been 2 fatal collisions, which is the same as LYTD. There has been a reduction of 40.8% (42 fewer collisions) in serious injury collisions and a reduction of 62.7% (230 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
- Attempted murder
- Culpable homicide
- Serious assault
- Robbery

	Group 1 Recorded Crime	Group 1 Solvency
		
April – September 2020	430	77.2
April – September 5 year average	448.8	66.4
% change from 5 year average	-4.2%	10.8%

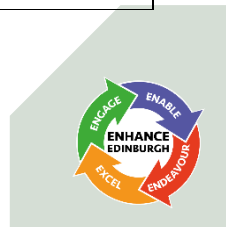
- Overall Group 1 violent crime has reduced by 4.2% (19 fewer crimes) against the 5 year average and by 24.0% (136 fewer crimes) against LYTD.
- S.1 Domestic Abuse Scotland Act offences have reduced by 38.0% (46 fewer crimes) against LYTD, however it is noted their presence continues to affect the overall Group 1 picture. When excluding S.1 Domestic Abuse Scotland Act offences, overall Group 1 crime has reduced by 20.9% (94 fewer crimes) against the 5 year average.
- Solvency has increased by 10.8% to 77.2% 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 1 fewer than the 5 year average and has reduced by 75.0% (3 fewer crimes) against LYTD.
- 11 attempted murders have been recorded this year, which is 1 fewer than the 5 year average and LYTD. Solvency has reduced by 8.5% to 81.8%.
- Serious assaults have reduced by 35.7% (71 fewer crimes) against the 5 year average and by 29.3% (53 fewer crimes) against LYTD.
- Robbery has reduced against the 5 year average by 15.3% (21 fewer crimes) and by 26.0% (40 fewer crimes) against LYTD.



QUOTE



Detective Chief Inspector Graham Grant:

“I am satisfied with how we have performed as a division around Group 1 crimes of violence. Clearly the landscape remains very different to what we come to routinely expect year on year in Edinburgh. The summer months through to September came with a real reduction in our event footprint and subsequent associated footfall in the city. While the period saw a resurgence in some respect of city centre movement, it was in no way comparable to a typical summer fringe and festival period. Clearly that accounts for much of the significant reduction in recorded crimes we see across violent crime types, much of which is linked to the night time economy and alcohol consumption.”



Group 2 crime includes:

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

	Group 2 Recorded Crime	Group 2 Solvency
		
April – September 2020	629	64.5
April – September 5 year average	599.8	56.1
% change from 5 year average	4.9%	8.5%

- Overall Group 2 sexual crime has increased by 4.9% (29 more crimes) against the 5 year average, however has reduced by 6.7% (23 fewer crimes) against LYTD.
- The increase in recorded crime has been influenced by the offence of Communicating Indecently. This has increased by 70.0% (35 more crimes) compared to the 5 year average and by 18.3% (13 more crimes) against LYTD. Communications offences of all types have increased this year.
- Solvency has increased by 8.5% against the 5 year average and by 6.7% against LYTD.
- Rape has increased by 17.5% (17 more crimes) against the 5 year average and by 28.4% (25 more crimes) against 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 32.9% (39 fewer crimes) against the 5 year average and reduced by 43.2% (95 fewer crimes) against LYTD.



CASE STUDY

Investigation into John Hoy:

Speaking out about any form of sexual abuse is incredibly difficult, and disclosures are often made many years after an incident took place. We recognise that societal change is encouraging more people to talk about their abuse and as such we will listen to those who want to report it to the police.

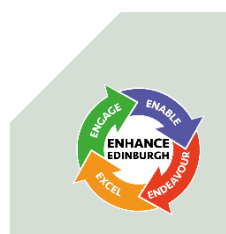
This was the case for one victim of John Hoy. He was an Edinburgh resident who previously served in the army and thereafter worked as a support worker.

His bravery in coming forward to the police enabled an investigation to be launched by the Public Protection Unit into John Hoy.



These types of investigations are often complex and challenging, however we owe it to all those affected by sexual abuse to thoroughly investigate wherever and whenever abuse has occurred.


His sexual abuse spanned 30 years and through the deployment of specialist resources we were able to secure the trust and confidence of further victims to talk about their abuse. Central to this investigation were the needs of those victims and we engaged with key partners to ensure that support was provided and tailored to meet their individual needs both during the investigation and the judicial process.

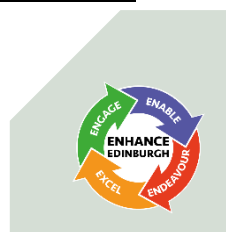
Hoy was found guilty of 11 serious sexual offences at the High Court in Edinburgh on 26th October 2020. These offences included rape, indecent assault and Lewd and Libidinous practices.





Reducing Drug Harm and Targeting Supply


Drug Supply crime includes: <ul style="list-style-type: none"> • Manufacture or cultivation of drugs • Supply of drugs to another (including intent) • Bringing drugs into prison 	Drug Supply Recorded Crime	Drug Supply Solvency
		
April – September 2020	1398	83.3%
April – September 5 year average	1231.4	90.3%
% change from 5 year average	13.5%	-7.1%
<ul style="list-style-type: none"> • Total drug crime has increased 13.5% (167 more crimes) and solvency has reduced by 7.1% to 83.3% against the 5 year average. A reduction in solvency can, in part, be attributed to delays in drug analysis as a result of Covid-19 restrictions. Solvency has increased significantly against Q1 as new practices have been implemented. • Production, manufacture or cultivation of drugs has reduced by 16.7% (4 fewer crimes) and solvency has reduced by 6.0% to 86.4% against the 5 year average. • Supply of drugs has increased 8.1% (18 more crimes) and solvency has reduced by 19.1% to 64.5% against the 5 year average. • Possession of drugs has increased 14.3% (143 more crimes) and solvency has reduced by 4.4% to 87.5% against the 5 year average. • Bringing drugs into prison has reduced 74.8% (35 fewer crimes) and solvency has reduced by 30.3% to 25.0% 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. 		

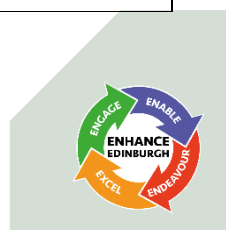
Targeting Drug Supply	
 <p>SPOTLIGHT ON DRUG SUPPLY</p>	<p>Detective Inspector Robert Campbell:</p> <p><i>“CID have focused their efforts on dismantling a well-established Serious and Organised Crime group which had been entrenched in the South East of Edinburgh for over a decade. Enforcement tactics resulted in the principle of the group forced into being ‘hands on’, and was consequently charged with drug supply, along with six of his associates. Addresses were searched, with upwards of £50,000 in class A drugs being recovered and further arrests made. The operation not only evidenced large scale drug dealing, but also identified human trafficking, serious assaults, abductions and various other offences committed by the group. With their foothold in Edinburgh severely disrupted, numerous victims have been allowed to break free from fear and exploitation. This operation demonstrates 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 to ensure their safety and wellbeing.”</i></p>



Targeting Housebreaking and Acquisitive Crime



Group 3 crime includes:	Group 3 Recorded Crime	Group 3 Solvency
<ul style="list-style-type: none"> Housebreaking Theft of / from motor vehicles Shoplifting Common theft Fraud 		
April – September 2020	6590	28.8%
April – September 5 year average	9721.2	25.5%
% change from 5 year average	-32.2%	3.3%
<ul style="list-style-type: none"> Acquisitive crime has seen a reduction of 32.2% (3131 fewer crimes) against the 5 year average and a reduction of 27.9% (2553 fewer crimes) against LYTD. Overall housebreaking, which includes domestic premises, businesses, sheds and garages has reduced by 40.0% (591 fewer crimes) against the 5 year average and has reduced by 6.8% (65 fewer crimes) on LYTD. Domestic housebreaking has reduced by 63.5% (461 fewer crimes) against the 5 year average and by 44.4% (212 fewer crimes) on LYTD. Solvency has increased by 2.3% against the 5 year average and by 6.4% against LYTD. Motor vehicle crime has reduced by 51.6% (762 fewer crimes) against the 5 year average and by 39.7% (471 fewer crimes) against LYTD. Shoplifting has reduced by 35.6% (733 fewer crimes) against the 5 year average and by 41.5% (942 fewer crimes) against LYTD. Common theft has reduced by 48.1% (1285 fewer crimes) against the 5 year average and by 45.9% (1177 fewer crimes) against LYTD. 		

 QUOTE	<p>Detective Inspector Kevin Tait:</p> <p><i>“I am pleased to report the continued reduction in acquisitive crime across Edinburgh Division during Q2. With the easing of lockdown and our communities phasing into a new normal, including many householders returning to their places of work, it was anticipated we would see an uplift in domestic housebreaking and other acquisitive crime offences. However, with the continued efforts of the Community Investigation Unit to target domestic and business housebreaking offenders, we have seen a continued downward trend on the commission rates compared to this time last year for these offences.</i></p> <p><i>Our focus to reduce the theft of motor vehicles across the city has continued through our Vehicle Crime Team. It is evident this real focus is having a significant impact on vehicle related crime with a significant reduction in these offences.</i></p> <p><i>In order to combat non-dwelling crimes within the city we have established a dedicated team of officers under Operation Agora. They are focussing on the theft of high value pedal cycles from sheds and garages.</i></p> <p><i>The overall 5 year trend continues to see decreasing commission rates and increased solvency and I am confident that through our continued partnership working and alongside Edinburgh's communities we will continue this positive trend as the year progresses.”</i></p>
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Group 4 crime includes:

- Culpable and reckless conduct
- Vandalism
- Fire-raising

	ASB Group Recorded Incidents	Group 4 Crime
		
April – September 2020	24817	2091
April – September 5 year average	20492.4	2896.6
% change from 5 year average	26.6%	-27.8%

- Anti-Social Behaviour (ASB) incidents have increased 26.6% (4325 more incidents), however overall Group 4 crime has reduced by 27.8% (806 fewer crimes) against the 5 year average.
- Fire-raising has reduced by 31.6% (46 fewer crimes) against the 5 year average.
- Vandalism has reduced by 29.6% (755 fewer crimes) against the 5 year average, and solvency has increased by 16.7% to 23.1%.
- Public nuisance incidents have increased by 102.8% (5053 more incidents) on LYTD, whilst neighbour disputes have increased by 34.2% (388 more incidents) on LYTD.

Overall Group 4 crime and antisocial behaviour incidents have been heavily affected by Government restrictions, demonstrated by 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.



Sergeant Janie Harman:

“At the Sheriff court cells, we made contact with a 32 year old male who had experienced a non-fatal overdose. He signed with the VOW project in August and was provided assistance in securing temporary accommodation. He is undergoing drug treatment using newly available opiate blockers, and has been connected with an employer in order to utilise his trade skills. He currently remains within stable employment, and has refrained from offending since signing with the project.”



Group 7 crime includes:

- Dangerous Driving
- Drink / Drug Driving
- Speeding
- Driving without a Licence
- Mobile phone offences
- Using a vehicle without an MOT certificate

	Group 7 Recorded Crime	Group 7 Solvency
		
Current Year to Date	3615	86.3%
Year to Date 5 year average	4220.0	83.9%
% change from 5 year average	-14.3%	2.3%

- Group 7 crime has reduced by 14.3% (605 fewer crimes) and solvency has increased by 2.3% to 86.3% against the 5 year average.
- Dangerous driving offences have increased by 46.5% (50 more crimes) against the 5 year average.
- Driving without a licence offences have increased by 20.5% (52 more crimes) against the 5 year average.
- Driving without insurance offences have increased by 45.1% (292 more crimes) against the 5 year average.
- There have regrettably been 2 fatal collisions, which is the same as LYTD. There has been a reduction of 40.8% (42 fewer collisions) in instances of serious injury collisions and a reduction of 62.7% (230 fewer collisions) in those resulting in slight injury. The overall reduction in collisions has allowed Roads Policing officers to be increasingly proactive, resulting in the increases in the above listed crime types.

Road Policing in Edinburgh



KEY FACTS

PI Roger Park – Roads Policing Unit:

“A programme of work to promote road safety in conjunction with Edinburgh’s ‘Spaces for People’ initiative has been ongoing. We have continued to focus on collision hot spots and areas around schools in the deployment, utilising our Ranger Motorcycle in 20mph areas, hand held speed checks, and initiatives such as Operation Close Pass.




The intention is to provide highly visible re-assurance, detect and deter offenders, and offer advice and education to all.


The Ranger Motorcycle has proved to be a useful asset for public engagement and reassurance, as well as providing enforcement opportunities.”

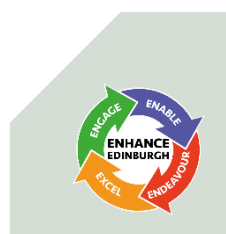





Operation Close Pass has been deployed to educate drivers and cyclists around safer use of the roads.



	All Domestic Abuse Incidents	Domestic Abuse Incidents Where Crime Is Recorded	Domestic Abuse Solvency
			
April – September 2020	3047	1335	71.6%
April – September 2019	2788.8	1364.6	58.9%
% change from LYTD*	9.3%	-2.2%	12.7%
<p>* no 5 year average figures are available</p> <ul style="list-style-type: none"> Domestic abuse incidents have increased by 9.3% (258 more incidents) against LYTD. Domestic incidents where a crime is recorded have reduced by 2.2% (30 fewer incidents). Domestic crimes have reduced by 0.6% (10 fewer crimes) against LYTD. Solvency has increased by 12.7% to 71.6% 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	
 QUOTE	<p>DCI Sarah Taylor – Public Protection Unit:</p> <p><i>“Even prior to the pandemic, home was not a safe place for victims and children experiencing domestic abuse in local communities across Edinburgh. Victims already faced complex decisions and a wide range of barriers preventing their ability to safely escape an abusive partner. During the COVID-19 pandemic, when mobility is constrained and vulnerabilities increase, challenges facing victims in escaping abusive partners have increased. Police in Edinburgh have continued to work with both statutory and third sector partners to ensure that those affected by domestic abuse can access and receive the necessary support and help when needed. The Domestic Abuse Investigation Unit played a key role in the development of collaborative approach with the Local Authority with regards to the provision of safe place accommodation within locality hubs to enable the delivery of specialist support work by Edinburgh Women’s Aid for children affected by Domestic Abuse.”</i></p>



	All Hate Incidents	Hate Incidents Where a Crime Is Recorded	Hate Crime Solvency
			
April – September 2020	628	519	60.4%
April – September 2019	685.2	598.6	54.4%
% change from LYTD *	-8.3%	-13.3%	6.0%

* 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 6.0% compared to LYTD.
- Racially aggravated crimes have reduced by 4.0% (28 fewer crimes) compared to LYTD, and crimes aggravated by sexual orientation have reduced by 35.7% (46 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 commercial premises.

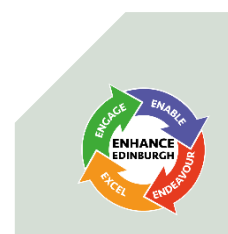
Support for Victims of Hate Crime



SPOTLIGHT ON HATE CRIME

PS Mark Innes, Preventions, Interventions & Partnerships team:

“Thrive Edinburgh is the city’s mental health and wellbeing strategy. Thrive team members at Edinburgh Health and Social Care Partnership were delighted to partner with Police Scotland E Division for National Hate Crime Week. It gave us an opportunity to highlight how Hate Crime can impact on people’s wellbeing and mental health as part of the “Thrive on Thursday” dialogue series. The Police Prevention, Intervention and Partnership team provided an input on hate crime and facilitated a Q&A session. This has raised awareness of hate crime and the various reporting mechanisms, and has created new relationships within the partnership. Highlighted was the need for partners to build sustainable relationships in the community and to work together so our citizens feel safe, supported and listened to, when something either happens to them or when they see something which is simply not okay.”



Vulnerable People – World Suicide Prevention Day



KEY FACTS

Between Saturday 5th and Friday 11th September officers from the E Division Prevention, Intervention and Partnerships department conducted information and engagement events throughout the city in the run up to, and to mark, World Suicide Prevention Day on Thursday 10th September.

This campaign was backed by a social media strategy with updates regularly posted on both Facebook and Twitter throughout the week.

The events included information stalls at the following locations:

- Cameron Toll and Gyle shopping centres
- Waverley and Haymarket train stations and Edinburgh Airport tram stop
- Waverley Bridge
- Lothian buses staff canteen

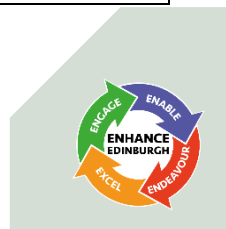


In addition, visits were made to hostels throughout the city with staff and residents engaged with and taxi drivers were provided with literature to display within their vehicles.

Partners were contacted prior to commencement of the campaign with British Transport Police, Thrive Edinburgh and Penumbra being present at some events. All social media activity was supported and promoted by partners including Thrive Edinburgh, Penumbra, SAMH, Samaritans and the National Suicide Prevention Leadership Group.

A number of the many visitors to the events relayed their personal stories, a summary of some are listed below:

- An elderly lady attended at Cameron Toll, having seen a social media post, specifically asking for support in relation to the death by suicide of her son and severe depression being suffered by her surviving son. All three are armed forces veterans and the lady was provided with advice by our Armed Forces Champion and a Thrive Edinburgh representative.
- An elderly lady from a minority background stated she had depression and had a lack of support. Literature and contact details for support agencies were provided.
- A young male advised officers that his father died by suicide when he was only 8 years old. Advice and support was offered by Penumbra.
- A female victim of a violent 20-year marriage and whose daughter died by suicide was given advice by Penumbra.
- A psychiatric nurse, who was visiting Edinburgh, was provided with literature to be taken back to their place of work in the North of England.
- A parent who was concerned about the mental health of their daughter was provided with relevant literature and with contact details for appropriate support groups.
- Members of a church were provided with literature to support their setting up of a bereavement support group.
- The writer of a blog stated that he regularly receives communications from people with mental health concerns. Advice and literature was provided by Penumbra.
- A male who had contemplated suicide attended at an event with his carer and was given support and guidance from Thrive Edinburgh.



Needs of Local Community

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

Operation Boxy – ASB Pentland Hills



SPOTLIGHT ON SOUTH WEST

As a consequence of Covid-19 restrictions and Government Guidance, the Pentland Hills Regional Park (PHRP) saw an immense influx of visitor numbers attending for leisure activities in and around the park.

With this increase in visitor numbers, there was a consequential increase in littering and anti-social behaviour. This included those who are camping with little regard for the local environment or wildlife, leaving behind litter, causing damage to trees and lighting fires. It has to be noted that this was not only a local issue, as the picture nationally highlighted similar community concerns across the country.

Following concerns raised by local community, elected reps and PHRP Rangers service a multi-agency meeting was arranged. As an outcome the South West Community Policing Team instigated Operation Boxy; the primary objectives being:

- **Prevent** further instances of irresponsible use of the Pentland Hills Regional Park.
- **Educate** users of the park regarding their responsibilities when camping, lighting fires and water safety.
- **Enforce** legislation robustly ensuring any reported crimes are thoroughly investigated and offenders reported.

In planning the Operation and in consultation with PHRP staff a number of factors were taken into consideration and included:

- The need to maximise police visibility in order to support PHRP staff, increase public engagement and deter irresponsible users from attending.
- Create clear lines of communication across all partners throughout the Operation in order that police can be directly contacted and updated.
- Make best use of social media to highlight the ongoing Operation.
- Increase use of cycle and foot patrols to reduce the environmental impact.

The following resources, local, national and in partnership were included in the operation:

- Local Community Policing Team.
- Special Constables.
- Probationer Constables.
- Edinburgh Park Ranger Service.
- Water Bailiffs.
- Friends of the Pentlands.
- Police Mounted Branch.
- Operation Orbit.



Officers engaged with landowners, farmers, businesses, and a significant number of visitors to the Pentlands, from daily visitors to those who were camping in the area. A number of gatherings were dispersed, and reports of antisocial behaviour in the area consequently decreased.



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 April-September 2020 are provided below:

	Adequately Updated	Treated Fairly	Treated with Respect	Overall Satisfaction
June 2020	55.8%	89.9%	84.9%	74.7%
Force	57.1%	89.6%	84.8%	75.1%

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



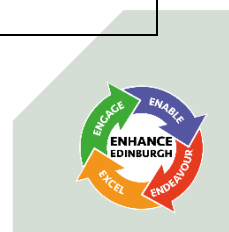
SPOTLIGHT ON NORTH WEST

Community Policing Teams and Response officers supported by Roads Policing, conducted a number of “days of action” to influence driver and road user behaviour and to detect and deter criminality:

- Parking and safety concerns were raised in the vicinity of Corstorphine, Gylemuir, Roseburn, Clermiston, Fox Covert and other primary schools in the North West area. Local officers, alongside Roads Policing and partner agencies, continued their engagement with residents. Visits were made to offending drivers following the receipt of photographic evidence of non-adherence. Enforcement through fixed penalty notices was utilised where appropriate.
- Speed enforcement conducted outside schools, included was Craigmount as well as in areas identified through local concerns and where deemed appropriate.

South Queensferry: Hawes Pier attracted numerous drivers and vehicles on a nightly basis causing anti-social behaviour, which led to numerous complaints from local residents and elected representatives. Community Policing Officers engaged with all parties through community surgeries and engagement with the drivers of the vehicles. Further liaison between Roads Policing traffic management and Edinburgh city council led to a TTRO being implemented between 2200 and 0500 hours daily. This proved effective and in August, whilst the TTRO was extended and was well known to the car enthusiasts to be in place, Police Scotland received no further calls from local residents about these issues.

Bike Marking Events: Over 300 bikes were marked throughout late August and September at South Queensferry, St Margaret's Park, and Corstorphine. Special Constables joined Community Officers at these events to promote rider safety.



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



KEY FACTS

Training & Development

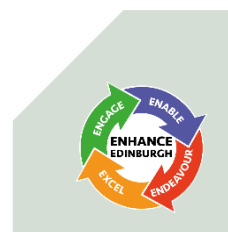
- Probationer conference calls have taken place during September to informally link in with over 40 officers who joined the Division in August, given the absence of a traditional divisional induction day. Led by Supt Rennie, discussion centred on the initial welcome and settling in period, significant incidents, issues, training and wellbeing.
- The training team are currently examining different ways of delivering aspects of the probationer induction day. Video inputs and video conferencing will be used to try and minimise numbers presenting to groups. For example, instead of a visit to the courts, a video will be produced showing a typical courtroom scenario accompanied by a Procurator Fiscal input.
- A divisional SharePoint complaints site has recently been developed to capture complaint learning and provide guidance and support to investigating officers.
- Breath test device training has been provided to the majority of operational Sergeants, with new devices issued to all stations. Sergeants will cascade this training to their respective teams by end of October ahead of the national go-live date.
- A training package has been published detailing the Edinburgh Alcohol Byelaws for all operational officers, accompanied with a video introduction from Supt Thomas.
- National Crime Agency (NCA) attachment – An NCA officer had a divisional induction day on 18th September and worked with a response team at Gayfield for a period of 6 weeks, sharing knowledge and good practice.

Wellbeing & Awards

- Work is continuing towards including St Leonard's in the 'Cycle Friendly' employer award scheme.
- The national flu vaccination programme is open to officers and has been advertised to all staff.
- A number of wellbeing articles have been published on the divisional and force intranet, and free NHS Mental Health and Suicide Awareness E-Learning courses have been advertised through the divisional SharePoint site.
- There were 9 divisional submissions for the Force Excellence Awards 2020, we will let you know if we have any successful submissions.



Officers receiving an input at the new training hub in St Leonards



Overall Recorded Crime					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	15,955	12,805	-19.7	16,066.8	-20.3
Group 1-7	26,927	22,458	-16.6	27,231.0	-17.5
Group 1	566	430	-24.0	448.8	-4.2
Group 2	671	629	-6.3	599.8	4.9
Group 3	9,143	6,590	-27.9	9,721.2	-32.2
Group 4	2,655	2,091	-21.2	2,896.6	-27.8
Group 5	2,920	3,065	5.0	2,400.4	27.7
Group 6	6,803	6,038	-11.2	6,944.2	-13.0
Group 7	4,169	3,615	-13.3	4,220.0	-14.3

Overall Solvency Rates					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	39.5	46.2	6.7	36.4	9.8
Group 1-7	52.0	58.0	6.0	51.2	6.8
Group 1	64.1	77.2	13.1	66.4	10.8
Group 2	57.8	64.5	6.7	56.1	8.5
Group 3	26.4	28.8	2.5	25.5	3.3
Group 4	20.2	26.4	6.2	17.6	8.8
Group 5	89.3	89.2	-0.2	92.8	-3.6
Group 6	64.4	66.0	1.6	65.6	0.4
Group 7	79.5	86.3	6.8	83.9	2.3



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	566	430	-24.0	448.8	-4.2
Murder	4	1	-75.0	2.0	-50.0
Culpable Homicide	4	2	-50.0	1.8	11.1
S1 Domestic Abuse	121	75	-38.0	24.2	209.9
Att Murder	12	11	-8.3	12.4	-11.3
Serious Assault	181	128	-29.3	199.2	-35.7
Robbery	154	114	-26.0	134.6	-15.3

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	64.1	77.2	13.1	66.4	10.8
Murder	125.0	100.0	-25.0	110.0	-10.0
Culpable Homicide	100.0	100.0	0.0	66.7	33.3
S1 Domestic Abuse	61.2	78.7	17.5	61.2	17.5
Att Murder	100.0	81.8	-18.2	90.3	-8.5
Serious Assault	70.7	84.4	13.7	71.9	12.5
Robbery	61.7	86.8	25.2	63.0	23.8



Group 2 – Sexual Crimes – Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 2	671	629	-6.3	599.8	4.9
Rape	88	113	28.4	96.2	17.5
Sexual Assault	220	125	-43.2	186.2	-32.9
Lewd & Libidinous	78	66	-15.4	56.2	17.4
Indecent Communications	71	84	18.3	49.4	70.0
Threat/Disclose Intimate Image	32	37	15.6	14.2	160.6

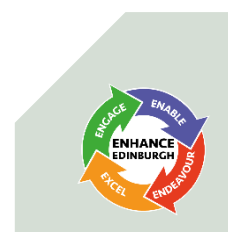
Group 2 – Sexual Crimes – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 2	57.8	64.5	6.7	56.1	8.5
Rape	54.5	54.9	0.3	53.0	1.9
Sexual Assault	53.2	60.0	6.8	41.9	18.1
Lewd & Libidinous	82.1	84.8	2.8	70.8	14.0
Indecent Communications	63.4	75.0	11.6	59.9	15.1
Threat/Disclose Intimate Image	46.9	43.2	-3.6	52.1	-8.9



Group 3 – Acquisitive Crime - Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 3	9,143	6,590	-27.9	9,721.2	-32.2
Housebreaking Dwelling	477	265	-44.4	726.0	-63.5
Housebreaking Non-Dwelling	224	440	96.4	370.0	18.9
Housebreaking other	251	182	-27.5	381.6	-52.3
Total Housebreaking	952	887	-6.8	1,477.6	-40.0
OLP Motor Vehicle	270	139	-48.5	458.2	-69.7
Theft of Motor Vehicle	354	270	-23.7	438.0	-38.4
Theft from Motor Vehicle	492	264	-46.3	468.2	-43.6
Total Motor Vehicle	1,185	714	-39.7	1,476.4	-51.6
Theft Shoplifting	2,268	1,326	-41.5	2,058.8	-35.6
Common Theft	2,566	1,389	-45.9	2,674.0	-48.1

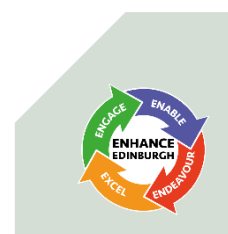


Group 3 – Acquisitive Crime – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 3	26.4	28.8	2.5	25.5	3.3
Housebreaking Dwelling	28.7	35.1	6.4	32.8	2.3
Housebreaking Non-Dwelling	16.1	9.5	-6.5	6.0	3.5
Housebreaking other	35.1	41.8	6.7	31.5	10.3
Total Housebreaking	27.4	23.8	-3.6	25.8	-2.0
OLP Motor Vehicle	7.4	15.1	7.7	8.6	6.5
Theft of Motor Vehicle	24.3	37.8	13.5	25.2	12.6
Theft from Motor Vehicle	6.3	17.8	11.5	7.4	10.4
Total Motor Vehicle	12.4	24.4	12.0	13.5	10.9
Theft Shoplifting	51.5	54.5	3.0	54.1	0.5
Common Theft	15.1	20.8	5.7	14.0	6.8



Group 4 – Fire-raising, Vandalism etc. - Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 4	2,655	2,091	-21.2	2,896.6	-27.8
Fire-raising	110	99	-10.0	144.8	-31.6
Vandalism	2,359	1,795	-23.9	2,550.2	-29.6
Culpable & Reckless	182	190	4.4	196.2	-3.2

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 4	20.2	26.4	6.2	17.6	8.8
Fire-raising	10.9	18.2	7.3	17.0	1.2
Vandalism	19.6	23.1	3.4	16.7	6.3
Culpable & Reckless	33.0	62.1	29.1	28.0	34.1



Group 5 – Other Crimes – Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 5	2,920	3,065	5.0	2,400.4	27.7
Carry offensive weapon	62	75	21.0	57.6	30.2
Handling bladed/pointed weapon	136	127	-6.6	118.6	7.1
Bladed/pointed used in other criminality	95	77	-18.9	44.6	72.6
Total offensive weapon	387	411	6.2	278.2	47.7
Supply of drugs	261	245	-6.1	226.6	8.1
Possession of drugs	1,380	1,145	-17.0	1,001.8	14.3

Group 5 – Other Crimes – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 5	89.3	89.2	-3.6	92.8	-3.6
Carry offensive weapon	88.7	92.0	0.7	91.3	0.7
Handling bladed/pointed weapon	91.2	90.6	-2.2	92.7	-2.2
Bladed/pointed used in other criminality	73.7	77.9	4.4	73.5	4.4
Total offensive weapon	83.5	82.5	-4.2	86.7	-4.2
Supply of drugs	83.1	64.5	-19.1	83.6	-19.1
Possession of drugs	86.7	87.5	-4.4	91.9	-4.4



Group 6 Recorded Crime					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Grp 6	6,803	6,038	-11.2	6,944.2	-13.0
Common assault	3,076	2,481	-19.3	3,057.6	-18.9
Common assault - emergency workers	306	293	-4.2	269.8	8.6
Total Common assault	3,382	2,774	-18.0	3,327.4	-16.6

Group 6 Solvency Rates					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Grp 6	64.4	66.0	0.4	65.6	1.9
Common assault	53.4	54.4	-0.2	54.6	1.4
Common assault - emergency workers	98.0	100.7	3.3	97.4	2.8
Total Common assault	57.5	59.3	1.2	58.1	2.6



Group 7 – Offences Related to motor Vehicles					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 7	4,169	3,615	-13.3	4,220.0	-14.3
Dangerous Driving	106	157	48.1	107.2	46.5
Drink / Drug Driving	190	251	32.1	184.4	36.1
Speeding Offences	231	222	-3.9	376.8	-41.1
Driving whilst Disqualified	81	88	8.6	74.6	18.0
Driving without a Licence	218	304	39.4	252.2	20.5
Insurance Offences	642	940	46.4	648.0	45.1
Seat Belt Offences	107	39	-63.6	148.6	-73.8
Mobile Phone Offences	119	45	-62.2	231.2	-80.5
Driving Carelessly	357	346	-3.1	307.2	12.6
Using a MV without MOT	632	253	-60.0	561.2	-54.9



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

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

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





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Policy and Sustainability Committee

10.00am, Tuesday, 01 December 2020

Adaptation and Renewal Programme

Executive

Wards

Council Commitments

1. Recommendations

- 1.1 Note the Council's latest Covid-19 position following the most recent guidance from Government. This information is correct as of 25 November 2020.
- 1.2 Note the decisions taken to date under urgency provisions from 13 September to 23 November 2020 outlined at Appendix 1.
- 1.3 Note the Covid-19 Response Dashboard outlined at Appendix 2.
- 1.4 Note the update on Voluntary Early Release Arrangement (VERA) applications and Flexible Working options following Council approval of the use of the allocated Workforce Transformation reserve on 15 October 2020.
- 1.5 Note the Covid-19 Vaccine Planning and Roll Out planning has begun.
- 1.6 Note the next steps ahead of the proposed 2021/22 Budget being considered by Council and the intention to publish both a Business Plan and People Strategy/Workforce Plan.

Andrew Kerr
Chief Executive

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Policy and Sustainability Committee

Adaptation and Renewal Programme

2. Executive Summary

- 2.1 Edinburgh continues to respond to the Covid-19 global pandemic and follow Scottish Government guidelines.
- 2.2 As agreed at the Policy and Sustainability Committee on 28 May 2020, the Adaptation and Renewal Programme provides monthly Committee updates. This is the seventh report to Committee and covers decisions taken in period 13 September to 23 November 2020 and the latest Covid-19 Dashboard. It includes a progress update on the VERA and Flexible Working exercise which has been extended to include Heads of Service in addition to officers at Grades 9 - 12.
- 2.3 This report also sets out the proposed approach for the development of the budget which will be presented to February Council. The intention is to publish a Council Business Plan and People Strategy at the same time setting out a three-year plan for Our Future Council.

3. Background

Responding to Covid-19

- 3.1 The Council is now responding to the impacts of the Covid-19 second wave and maintaining critical services in line with protection level 3 of the Scottish Government's Strategic Framework. The Council continues to review and, where restrictions allow, expand key service delivery in line with government and public health guidance, subject to sufficient resource and budget being available. At present, the Chief Executive participates on a weekly call with the Scottish Government officials and Senior Public Health officials where both the infection rate and protection levels are reviewed.
- 3.2 The Council's response aligns with Scotland's Strategic Framework, which includes a Protection Level Framework, introduced on 2 November 2020. Under the new system, each local authority area of Scotland is designated a Covid-19 protection

level, ranging from 0 (the lowest) to 4 (the highest), depending on the area rate of infection and related variables. Relevant variables include infection rates of neighbouring areas, the location of outbreaks and overall infection rates.

- 3.3 On 2 November 2020 the Edinburgh local authority area commenced these new arrangements in level 3. Protection levels are reviewed weekly and, depending on the public health situation, restrictions may be eased or further tightened. The detail of the restrictions in each level will also be part of the review process, for example, hospitality restrictions such as opening hours could be adjusted.
- 3.4 The framework, which can be found in the link in section 6.2 of this report, provides guidance on specific public service restrictions, though not all services are detailed in the document. Where the guidance includes services relevant to the Council, it provides details on the level of restrictions / measures to be implemented as part of any re-commencement or temporary cessation.
- 3.5 The majority of Council services have remained in operation throughout the pandemic. To comply with government restrictions such as the national lockdown and, latterly, the new Protection Levels, some Council services may have to cease, either in full or in part. For example, Edinburgh Leisure gyms remain open for individual exercise, but all classes have ceased while in level 3.
- 3.6 Some council buildings are temporarily closed following a government directive for employees to work from home where practicable, which remains in place for all protection levels (0 to 4). Schools can remain open in all protection levels, with standard protection measures at tier / protection levels 0 to 2 and enhanced protective measures at tiers / protection levels 3 to 4.
- 3.7 The re-commencement of Council services is covered later in the report and the Council is undertaking an exercise to review its current use of buildings and safe service resumption under the new framework. Decisions on service resumption that are outside the agreed budget set by Council will continue to be taken to the appropriate Committee and the Council for decision.

Governance

- 3.8 Edinburgh continues its work to respond to the Covid-19 pandemic with the Council Incident Management Team (CIMT) taking decisions to protect public health, mitigate the effects of ongoing protective measures and support safe service resumption in line with government restrictions.
- 3.9 The Political All-Party Oversight Group (APOG) provides additional scrutiny, oversight and feedback which contributes to the development of options for the Policy and Sustainability Committee. The next APOG is due to meet on the 30 November.

- 3.10 The Policy and Sustainability reporting cycle means that this is the last Committee meeting ahead of Council on 18 February where the Budget will be presented to members. It is therefore proposed to use the Finance and Resources committees on the 3 December and 21 January to ensure continued member scrutiny of the Adaptation and Renewal Programme. In addition, further Policy and Sustainability APOGs are being programmed into the committee calendar ahead of 18 February.

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 feedback received.
- 4.2 Page four of the dashboard includes the key indicators used by the Scottish Government to align Council areas to Covid-19 levels. Following member feedback, the dashboard includes the criteria for Edinburgh's current level (level 3) and there is also a link to the relevant Scottish Government website for more information on Covid-19 protection levels and indicators.

Decisions taken from 13 September to 23 November 2020

- 4.3 A full list of decision taken under urgency provisions by the Chief Executive in consultation with the Leader and Deputy Leader from 13 September to 23 November 2020 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 the weekly the Corporate Leadership Team meeting.

Update on Voluntary Early Release Arrangement (VERA) and Flexible Work Options

- 4.4 On 15 October 2020, Council approved the use of the allocated Workforce Transformation reserve for a targeted VERA exercise focussing upon management roles.
- 4.5 Following this decision colleagues in Grade 9-12 (excluding colleagues within the Edinburgh Health and Social Care Partnership and Teachers) and Heads of Service have been invited to express an interest in VERA or to consider reducing their hours through the existing Flexible Work Options policy.
- 4.6 57 colleagues across the Council have expressed an interest in VERA and directorates are currently considering which notes of interest can be supported. There were no requests to consider Flexible Work Options, although this is not a time limited option given that this policy exists for all Council employees to apply and be considered on an ongoing basis.

- 4.7 At this stage the Corporate Leadership Team has made no further commitment to extend VERA to other staff groups below Grade 9 roles, at this time. Any operational decision to extend VERA below Grade 9 will depend upon the organisation's ability to release those at Head of Service and G9-12 who have expressed interest, coupled with the agreed organisation reviews which will be commencing.

Vaccine Planning and Roll Out

- 4.8 The Council is assessing its role within the future vaccine roll out as information becomes available. An Events Planning and Operations Group (EPOG) meeting covering all the Lothians was convened on Wednesday 25 November. All relevant agencies participated, and a programme of future meetings will be set up for the individual Local Authority areas. Participating agencies in the initial EPOG include NHS Lothian, Local Authorities (Edinburgh, Mid, East and West Lothian) and the emergency services.
- 4.9 The Local Authority subgroups will have a more specific membership to focus on local issues, such as traffic management, and will include venue owners / managers. N.B. not all venues have been decided at this time. These subgroups will report back to a smaller Core Group that will co-ordinate the Lothian wide response.

Adaptation and Renewal Programme Updates:

Service Operations Working Group

- 4.10 This programme brings together the portfolio of Council wellbeing services which include Libraries, Adult Education, Cultural Estate, Outdoor Education Centres as well as our relationship with Edinburgh Leisure. The focus has been on co-ordinating workstreams to ensure a coherent vision and relevant outcomes for Wellbeing feeding into the Council Business Plan. To date, the approach has sought to understand current services including the geographic locations, service offerings, demands, trends and synergies with external and internal partners.
- 4.11 There has been a concerted cross council focus on re-opening a total of 10 Libraries by December 2020. Furthermore, the Policy and Sustainability Committee on 10 November agreed to ask officers to accelerate the request from the Jack Kane Centre to reopen for indoor youth work and to consider how to make rapid progress on indicative requests to reopen from 9 other Community Centres. It was also agreed 'to approve the addition of youth work (as defined by Youthlink Scotland) and community services that supported the vulnerable to the list of essential services that required access to community centres' and 'to approve that community centres would be able to apply to reopen for indoor youth work'.

- 4.12 Officers within Property and Facilities Management, supported by Legal Services, have developed a new temporary lease which can be used to allow Management Committees to reopen without requiring direct Council support and staffing. The lease passes on the responsibility for cleaning (including enhanced cleaning required as a result of Covid-19) onto the management committee, including health and safety compliance. The Council retains responsibility to keep the property in a wind and watertight condition, as well as costs for utilities such as heating and lighting and statutory compliance.

Public Health Advisory Working Group

- 4.13 A review of the Public Health Advisory and Triage group's remit is underway, so that the Council can continue to effectively respond to Covid-19 operational requirements. Understanding the implications of the new tiered approach and how the current service delivery and resumption plans align to these restrictions will be essential in continuing service delivery safely.
- 4.14 The CLT has agreed that the forward-looking elements of this group will join the Life Chances Working Group so that work can be aligned with poverty and prevention. The Chief Officer of the Edinburgh Integration Joint Board (EIJB) will therefore also join the Life Chances Working Group.
- 4.15 The Public Health Advisory Group working with the Triage Working Group will focus on developing a clear strategic response to the protection level system. The Working Group will ensure the required services are coordinated to respond to the protection level in which Edinburgh is placed.

Economic Recovery Working Group

- 4.16 Since the establishment of the programme, key deliverables to support economic resilience and recovery have included:
- 4.16.1 Administration and delivery of over £110m of Government funded crisis support and grant schemes;
 - 4.16.2 Over 50,000 direct communications with businesses concerning Covid-19 Business advice;
 - 4.16.3 Design and delivery of a successor to the Edinburgh Guarantee to support citizens back into jobs and positive destinations;
 - 4.16.4 Acceleration of the building of affordable homes across the city, and sustainable regeneration. To this end, teams have been working with contractors across both the housing and operational capital investment contracts to support a safe return to sites. Consideration has also been given to supporting appropriate claims for additional contract costs and offering supplier relief in line with Scottish Government guidance;

- 4.16.5 Contract award and procurement processes have continued to progress including the renewal of the Council's Professional Services Framework, appointing over 50 consultants to progress key design work for the council's capital programme in the coming years;
- 4.16.6 Granton Waterfront Outline Business Case for upfront investment in infrastructure. This is needed to unlock development and the creation of a new vibrant coastal town for Edinburgh and the region. This is underway and is expected to complete in autumn 2021. The investment is expected to generate up to 10,640 direct construction jobs, 6,000 indirect jobs and 220+ apprenticeships. A programme of early action projects will bring forward around 600-net zero homes for sale and rent in advance of the wider programme, with works expected to commence on-site from 2022. Ongoing investment in creative enterprise space, active travel and leisure opportunity will ensure health, wellbeing and community wealth building remains at the heart of proposals;
- 4.16.7 Mixed Use Programme: Progress has been made at Fountainbridge, Meadowbank and Powderhall. There are works on site in each case, with enabling works at Powderhall and Fountainbridge, and the sports stadium well advanced at Meadowbank;
- 4.16.8 Edinburgh BioQuarter: The partnership has continued to progress the development of a Health and Life Sciences Innovation District. The project has the ability to make a significant contribution to advancing healthcare and will generate significant employment for the region. The development of the Outline Business Case is in its final stages and will be reported to this Committee in February 2021 for approval prior to the formal procurement stages starting. Looking to the future, officers have also started work on the preparation of a Strategic Development and Investment Programme;and
- 4.16.9 Working 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. Towards this, measures have included:
- the re-purposing of funds such as Strategic Partners cultural grant, and the new arts & health project fund towards crisis impact mitigation and resilience planning; and.
 - progress and awarding Diversity and Inclusion Funds to ensure that allocated project resources would still go out to the sector's artists and practitioners to facilitate on-going creative development (with all projects being deliverable in the Covid-19 environment).

Change, People and Finance Working Group

- 4.17 The programme is made up of the following four workstreams: Change Strategy and Finance; Digital and Smart City; People and Culture; and, Political and Operational Governance. Key highlights for each of the programme's projects over the last month are detailed below:
- 4.17.1 The Change Strategy and Finance teams are working to deliver a refreshed Council Business Plan which will incorporate the Change Vision and enablers to support delivery such as a new People Strategy/Workforce Plan and embed our Purpose Led Organisation approach.
- 4.17.2 Work continues to reduce in-year budget pressures with more detail provided in the revenue budget position update report to the Finance and Resources Committee on 3 December. Discussions continue in relation to 2021/22 budget – through both COSLA and Directors of Finance meetings with Scottish Government officials. There is an estimated budget gap of circa £26m for 2021/22, at present, which relates to unmitigated pressures, saving delivery shortfalls and the ongoing impact of Covid-19 relating to income losses and increased expenditure.
- 4.17.3 Work in relation to the Digital and Smart City Project continues to progress rapidly with a number of initiatives at various stages across the project lifecycle. Business Cases are being finalised for (i) Phase 1 of the Smart City Operations Centre which, if approved, will deliver transformational change to how the city delivers proactive service delivery in waste, CCTV and preventative maintenance for our housing stock, and (ii) rollout of 1:1 devices for students across the city.
- 4.17.4 A new initiative is set to launch in collaboration with NHS Scotland through NHS National Services Scotland to investigate the roll out of a GIS solution that will provide local health insights and patterns to support how services are organised to deliver health related activities.
- 4.17.5 A timeline and revised scope for Your Pay, Your Benefits, the Council's approach to the consolidation of the Scottish Local Government Living Wage has been agreed which will see the formal consultation phase commencing in January 2021.
- 4.17.6 The Political and Operational Governance workstream is progressing a number of workstreams including delivery of required infrastructure and technology to enable 'blended' Executive Committees.
- 4.17.7 Operational Governance is progressing delivery of a best assurance model for the Council that will seek to strengthen processes, controls and standards across the organisation. In parallel with this, the Council Scheme of

Delegation is in review and similarly the Integration Scheme (Integration Joint Board) is being reviewed with colleagues from NHS Lothian, the EIJB and the Council during December.

Life Chances

4.18 Key highlights for each of the programme's projects over the last month are detailed below:

- 4.18.1 The Immediate Support workstream team continues to provide support to those in crisis due to Covid-19. The most recent activity has been on self-isolation and crisis grants, Business Closure funds and outbound welfare calls for citizens self-isolating. The team are also involved in facilitating conversations with the 3rd Sector and EVOG regarding food distribution. The Scottish Government recently announced that £20m of unallocated welfare funds would be provided to Local Authorities. On 12 November 2020, Edinburgh's funding was confirmed as £1.362m, payable over the period 1 October 2020 to 31 March 2021. This funding is designed to provide support for those in financial crisis or that require immediate food and essentials, relating to Covid-19 and Brexit. A paper providing options for fund allocation will be considered by CLT on 2nd December.
- 4.18.2 The Digital Learning and Teaching workstream is made up of three main parts: (1) Early support for work during Covid-19 (2) Work during Covid-19 to prepare for August 2020. This included managing the SG funding request, purchase of devices, review of Bring Your Own Device (BYOD), procurement and configuration of a new Mobile Device Management tool (3) Creation of business case for the wider 1:1 device roll out. The basis for this has been established in the Edinburgh Learns for Life programme and is embedded in the Digital and Smart City Strategy approved by Policy and Sustainability Committee in October 2020. The business case will be shared with the Working Group in draft form on 4 December.
- 4.18.3 The Poverty and Prevention workstream have been holding engagement sessions across the council and with third sector partners. The work to date was presented to a previous APOG and the next phase is to develop the plan and progress with delivery. A brief will be produced and shared with the Working Group by 18 December.
- 4.18.4 The Edinburgh Learns 4 Life workstream has set itself three main goals which are (1) Transform - We will provide inclusive, equitable, valuable learning opportunities for everyone (2) Connect - We will use a place-based approach to build collaborative and sustainable learning communities and networks (3) Empower - We will co-create the environments where learners

can lead and shape their own learning. The workstream has agreed to use the Scottish Government's Learning Estate Strategy to guide projects as the principles align with the Councils Change Strategy. The workstream will present their Plan to the Working Group in December to seek approval for the proposed direction. The group is planning a Head Teacher conference in January 2021 to brief them on the vision and goals. This discussion is intended to secure stakeholder agreement to help drive the project forward.

Business Plan

- 4.19 The role of the Adaptation and Renewal Programme is to both guide the Council's response to Covid-19 and deliver future plans to transform the Council over a 10-year period. This will also ensure that the Council and remains on a sound financial footing. To this end, a Business Plan and People Strategy/Workforce Plan will be presented to February Council alongside the Budget. The Business Plan will respond to the recommendations in the Best Value Assurance report by bringing together our intended policy objectives into a single narrative accompanied with a 3-year revenue and 10 year- capital budgets.

5. Financial impact

- 5.1 The financial impacts arising from this report are dealt with in the monitoring report to Finances and Resources on 29 October.
- 5.2 Planning is underway to open an additional 10 Libraries as outlined in Section 4.11.

6. Background reading/external references

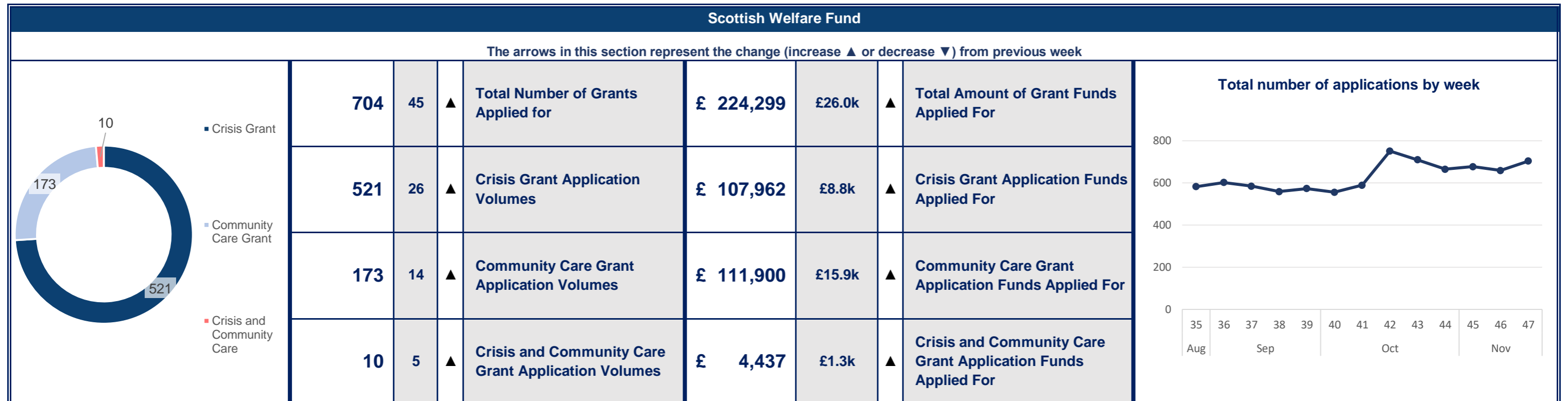
- 6.1 [Adaptation and Renew Programme Update, Policy and Sustainability Committee, 25 June 2020](#)
- 6.2 [Covid-19 Protection Levels - Scottish Government](#)

7. Appendices

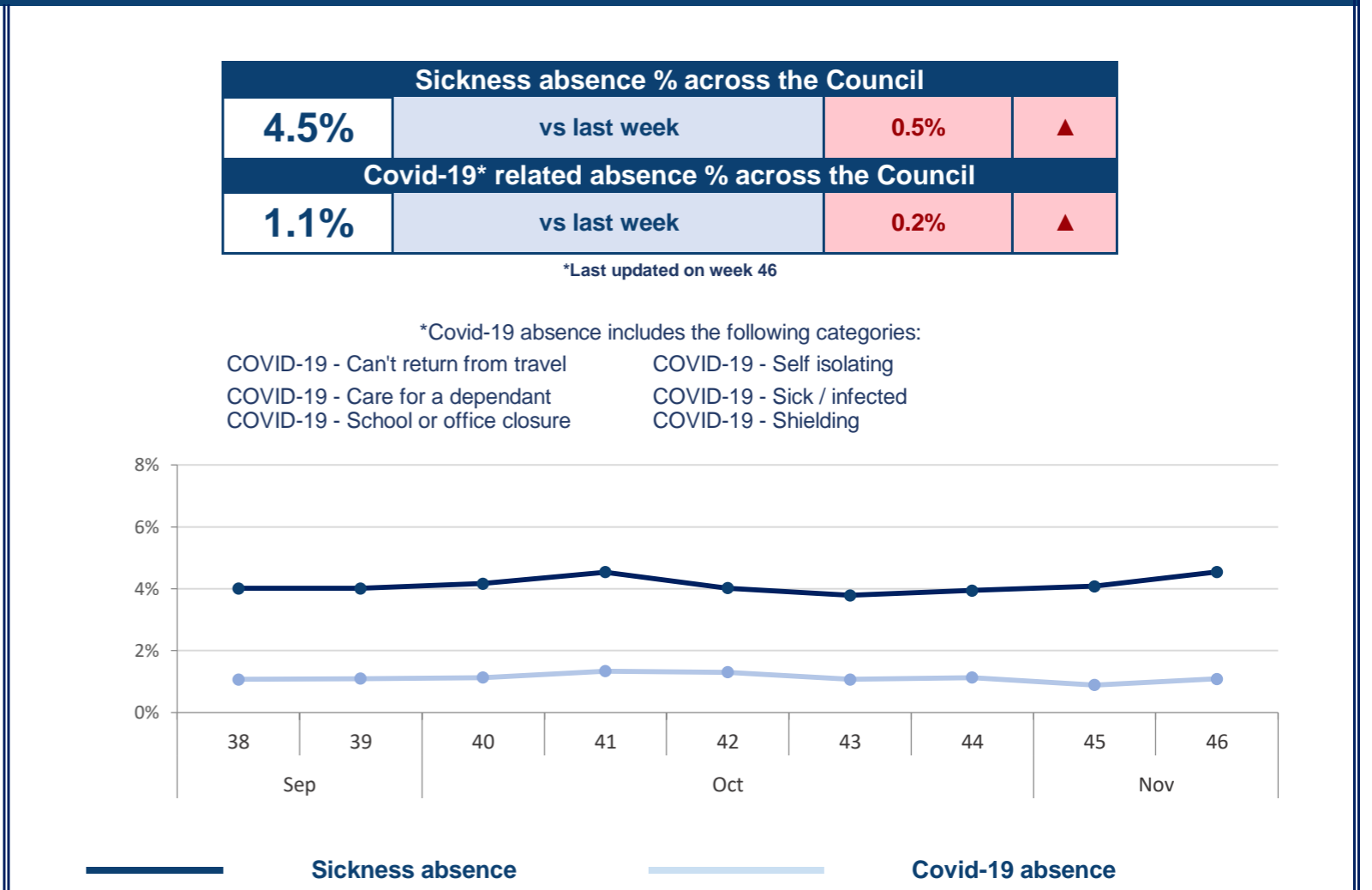
Appendix 1 - Decisions taken from 13 September – 30 November 2020

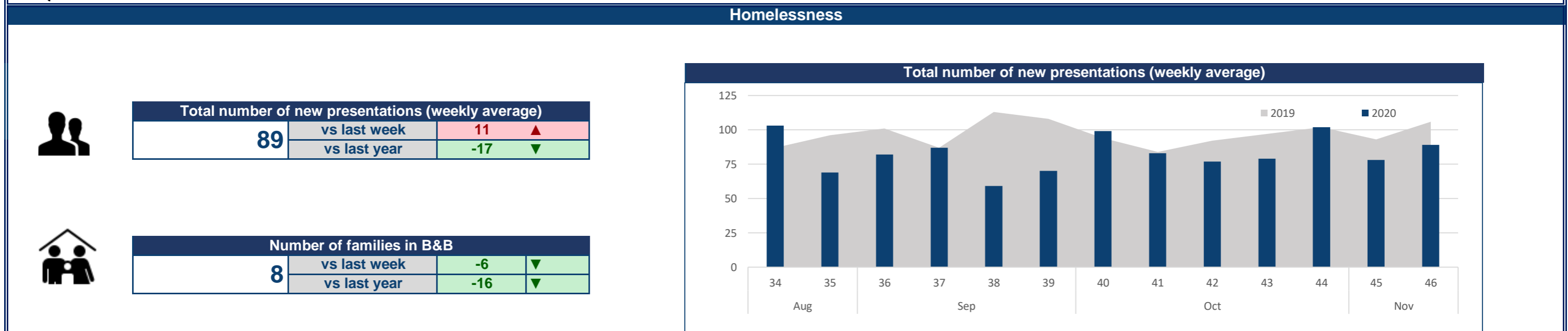
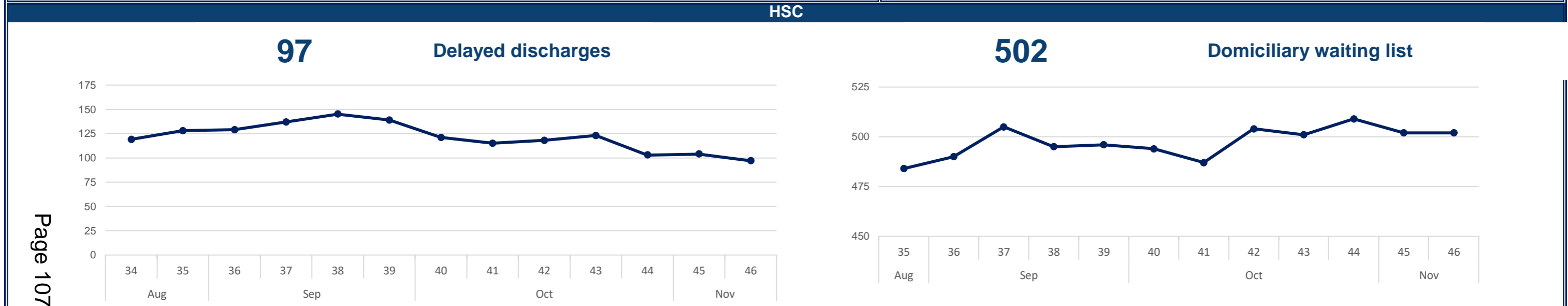
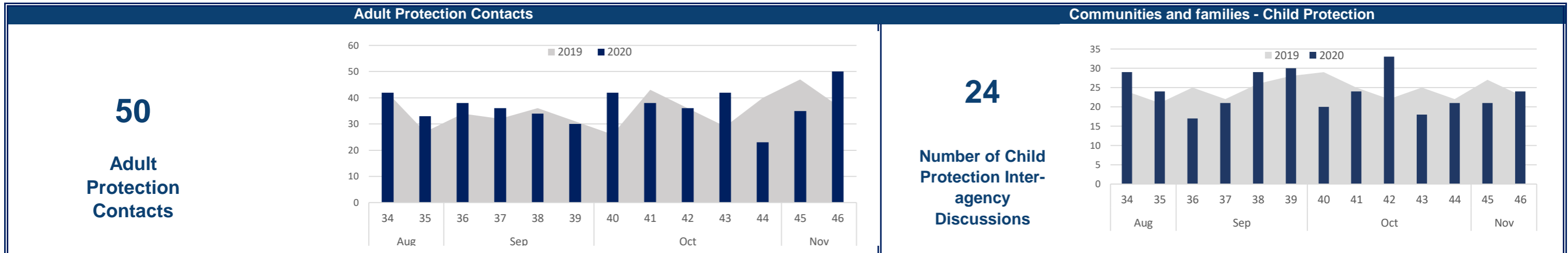
Appendix 2 - Covid-19 Response Dashboard

Ref.	APPENDIX 1 - Decisions taken to date	Date
D251	City Chambers – Covid-19, Preparation and Reopening Strategy discussed and agreed for implementation when the protection level approach allows.	02/11/2020
D252	Liberton Wave 4 Update/GME/Proposals for Gaelic Secondary Education in Edinburgh.	02/11/2020
D253	Outdoor Learning Residential Centres – Lagganlia fixed term contract extensions for employees.	02/11/2020
D254	Service Adaptation Proposal - C90 - CCTV Service, Public Realm Upgrade, contractor allowed access to the City Chambers.	05/11/2020
D255	Leith Library and Registrars, 28-30 Ferry Road – Testing Centre – approved, communication to Ward Councillors to inform them of this decision.	05/11/2020
D256	Spaces for People Projects - Castlevie Primary School, Craightinny Primary School, St Catherine's RC Primary School and St John Vianney's Primary School to progress.	09/11/2020
D257	Service Adaptation Proposal - C92 CRCs support Shakti Women's Aid within appropriate accommodation.	12/11/2020
D258	Spaces for People Project Approvals – Brunstane, Carrick Knowe and Prestonfield Primary Schools to progress.	12/11/2020
D259	New Health Protection Regulation: Delegation – noted info and agreed delegation.	12/11/2020
D260	Jack Kane Community Centre – lease has been signed and will reopen - led by the management committee.	16/11/2020
D261	Scottish Government Discretionary Grant Funding (SGDGF) for Self-Employed and Businesses – To agree that decisions taken on SGDGF would be taken by CIMT and the Leader and Deputy Leader would be informed.	19/11/2020
D262	Service Adaptation Proposal - C88 – Weather Response using the Inch and Murrayburn.	19/11/2020



Contacts - Local Assistance Team and Contact Resilience Centres HR





*Indicators in this page last updated on week 46

Covid-19: latest figures

88,443	cases tested positive in Scotland
3,550	patients who tested positive have died in Scotland

12,659	cases tested positive in NHS Lothian
603	patients who tested positive have died in NHS Lothian

7,084	cases tested positive in Edinburgh
301	patients who tested positive have died in Edinburgh

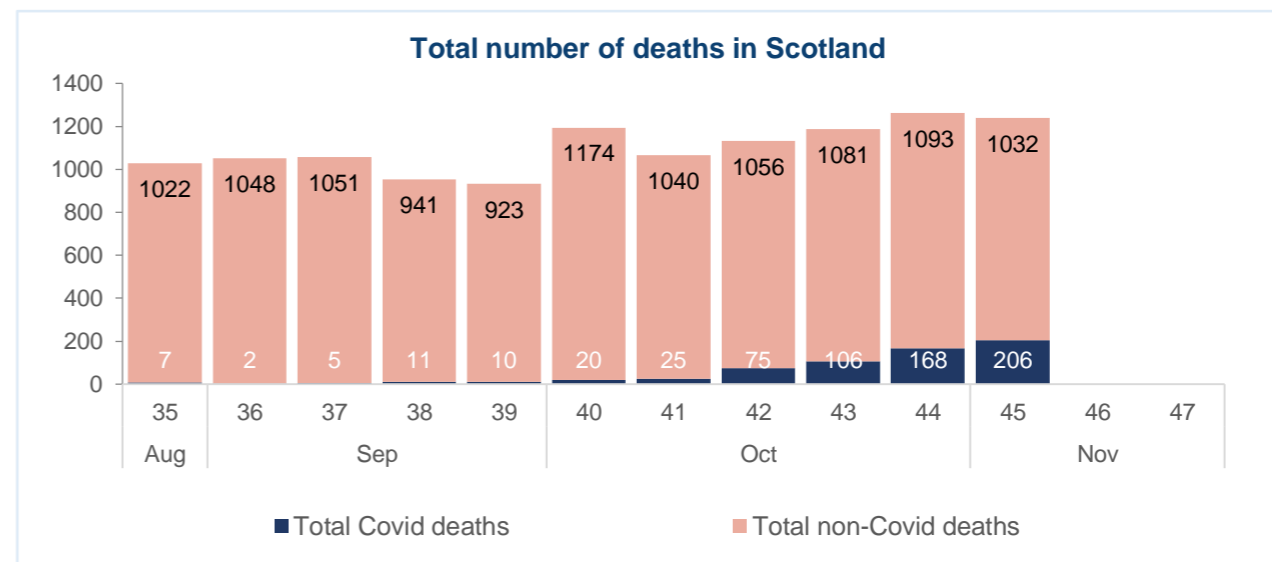
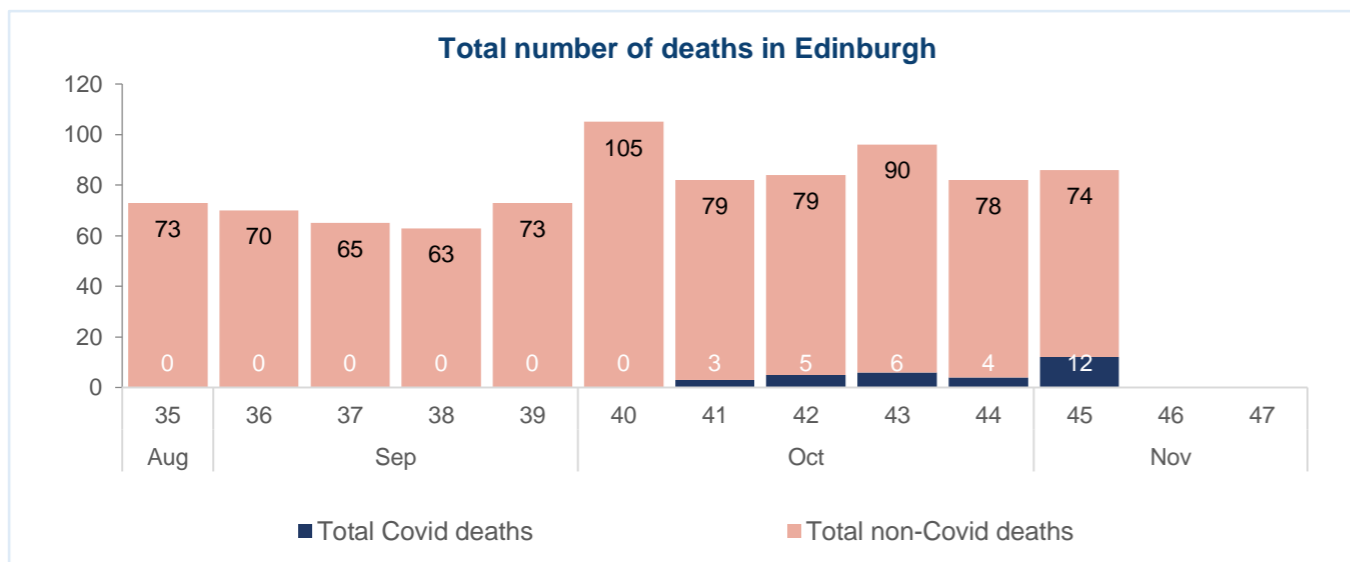
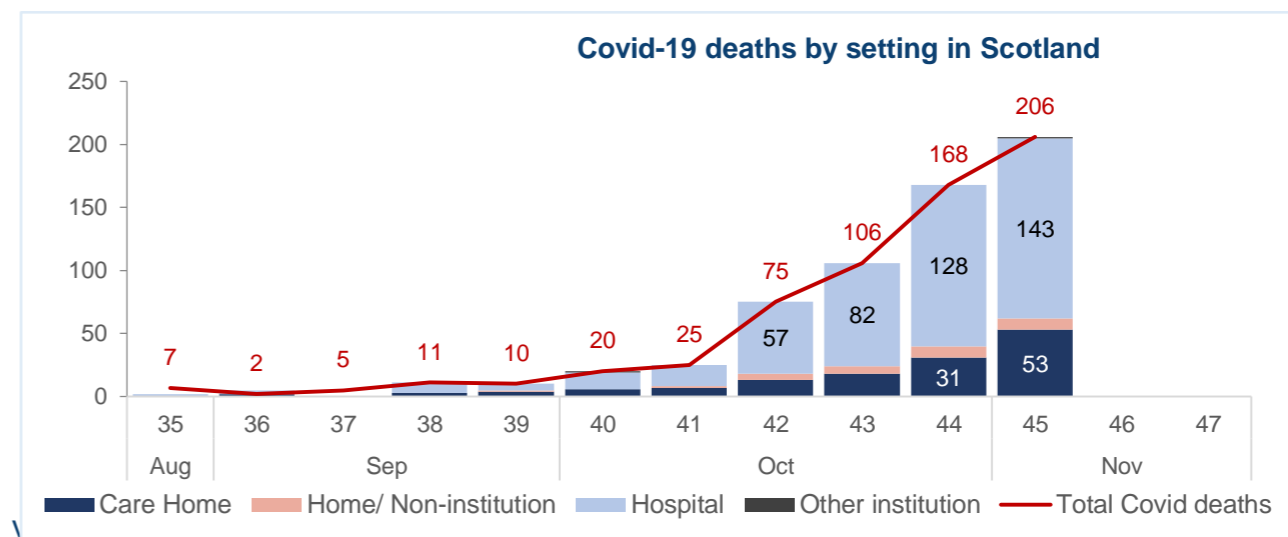
Source: Public Health Scotland

Last update: 20/11/2020

Updates:

- 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.
- The data used to feed the charts in this page is now published monthly and uses a wider definition of Covid-19 deaths, including all where Covid-19 was mentioned on the death certificate.

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Source: National Records of Scotland (NRS). Last updated on 8th Nov 2020

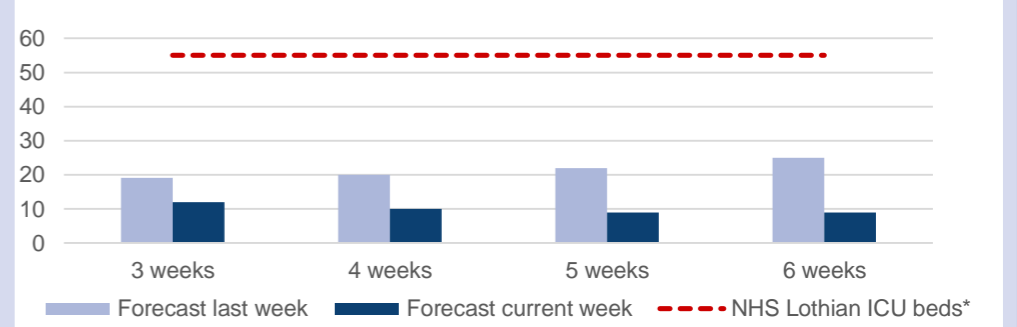
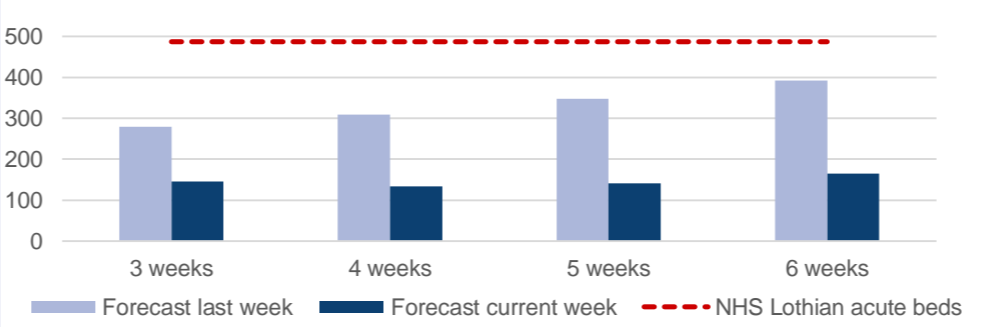
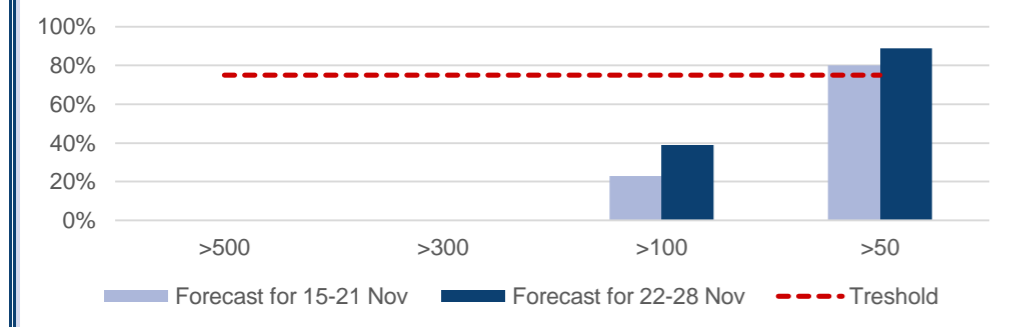
Covid-19: Key indicators for allocation of levels

This is the official data published by Scottish Government every Tuesday and the current dashboard reflects data up to the 20th November

Edinburgh is currently in level 3			Last week 3	90	cases per 100,000		5.3%	Test positivity rate			
			=	▲ 3	more	than last week	3% increase	▲ 0.2%	more than last week	0.2% increase	
Summary of indicators		Current	Change	Weekly cases per 100,000			Test positivity rate				
				Trend over last month*			Trend over last month*				
Weekly cases per 100,000 people		2	=	--- Level 1 --- Level 2			--- Level 1 --- Level 2				
Test positivity rate		3	=	--- Level 3 --- Level 4			--- Level 3 --- Level 4				
Future cases per 100,000 people		1	=								
Number of people likely to need acute care in future		0	=								
Number of people likely to need ICU in future		0	=								
Click on this button for more information on indicators											
An area is considered for level 3 when it does not meet level 4 and it broadly meets one of the following conditions:											
a. between 150 and 300 cases over 7 days per 100,000 people for the local authority											
b. between 5% and 10% positive tests over 7 days for the local authority											
c. probability over 75% of 300 cases over 7 days per 100,000 forecast for the local authority in two weeks' time											
d. the projection of hospital bed use in the health board in four weeks' time is greater than the health board's estimated capacity											
e. the projection of ICU bed use in the health board in three weeks' time is greater than twice its normal capacity											
In addition to this data wider public health considerations are taken into account about the											
Click on this button for more information on allocation of levels				Level 2	Last week	Change	Level 3	Last week	Change		
				2	=	3	3	=			

* Trends have been calculated using data from the Scottish Government allocation document. Historic data for which these were not published in the allocation document are from the sources noted in the allocation document.

Probability of having more than	Future cases per 100,000 people		Forecast 22-28 Nov	Change from past week	Number of people likely to need acute hospital care in future weeks		Forecast current week	Change from past week	Number of people likely to need intensive care in future weeks		Forecast current week	Change from past week
	500	cases per 100,000	0%	0%	in 3 weeks	146	-133	in 3 weeks	12	-7		
Probability of having more than	300	cases per 100,000	0%	0%	in 4 weeks	133	-176	in 4 weeks	10	-10		
	100	cases per 100,000	39%	16%	in 5 weeks	141	-207	in 5 weeks	9	-13		
	50	cases per 100,000	89%	9%	in 6 weeks	165	-227	in 6 weeks	9	-16		



Areas are assigned a level according to the highest rate for which probability exceeds 75%			The level is determined by how soon, if at all, the acute bed capacity is reached. Current NHS Lothian acute bed capacity is 487.			The level is determined by how soon, if at all, the ICU bed capacity reaches twice its normal level. *Current NHS Lothian intensive care bed double capacity is 55.		
Level 1	Last week	Change	Level 0	Last week	Change	Level 0	Last week	Change
	1	=		0	=		0	=

Traffic Level - Weekly comparator



Source: Arterial Route SCOOT Detector



6 traffic signal sites:

- Queensferry Road / Clermiston Road North
- London Road / Meadowbank Terrace
- Ferry Road / East Fettes Avenue
- Morningside Station
- Dalkeith Road / Blasket Avenue
- Salamander Street / Seafiel Place

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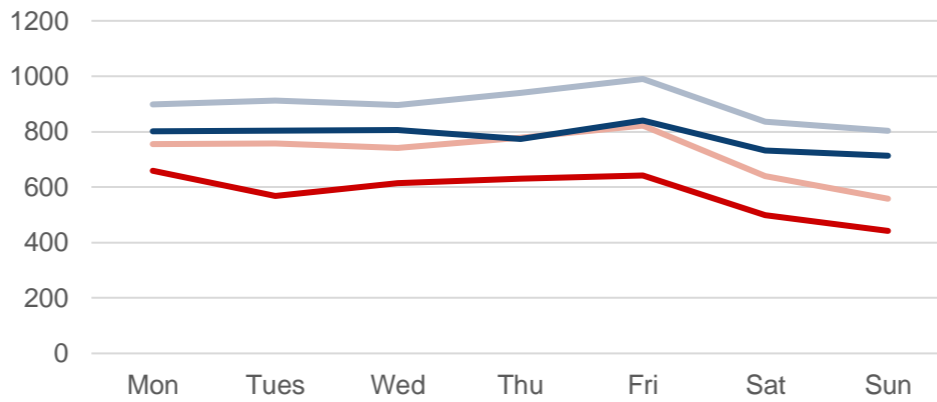
2019 - Week 47 commencing on 11/11/19

2019 Inbound
2019 Outbound

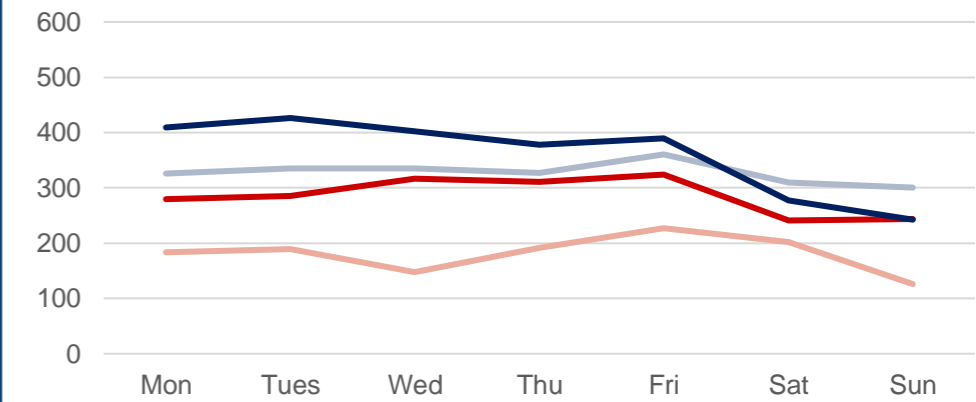
2020 - Week 47 commencing on 16/11/20

2020 Inbound
2020 Outbound

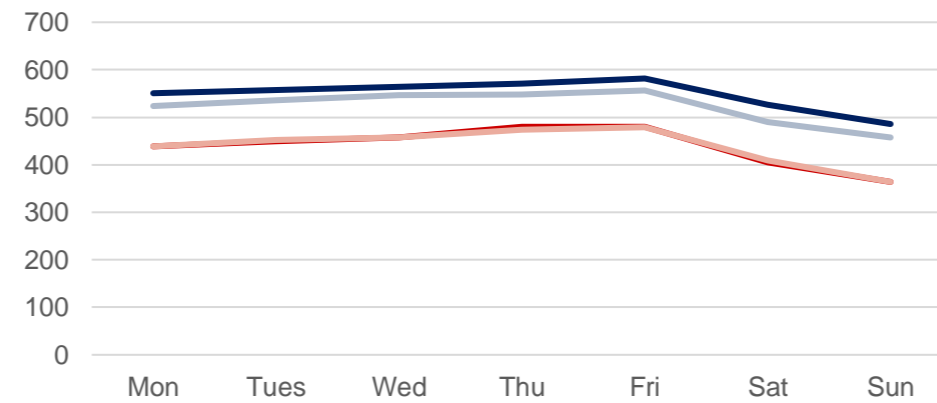
Queensferry Rd / Clermiston Rd
Vehicles per hour (daily mean)



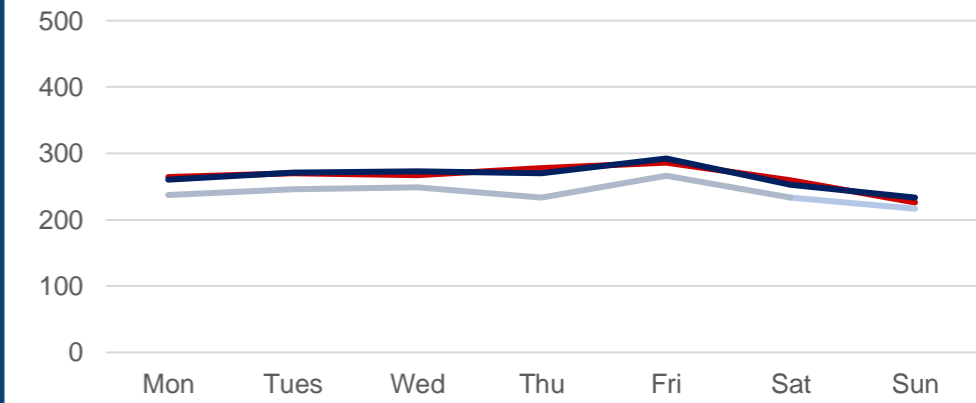
London Road / Meadowbank Terrace
Vehicles per hour (daily mean)



Ferry Road/ East Fettes Avenue
Vehicles per hour (daily mean)

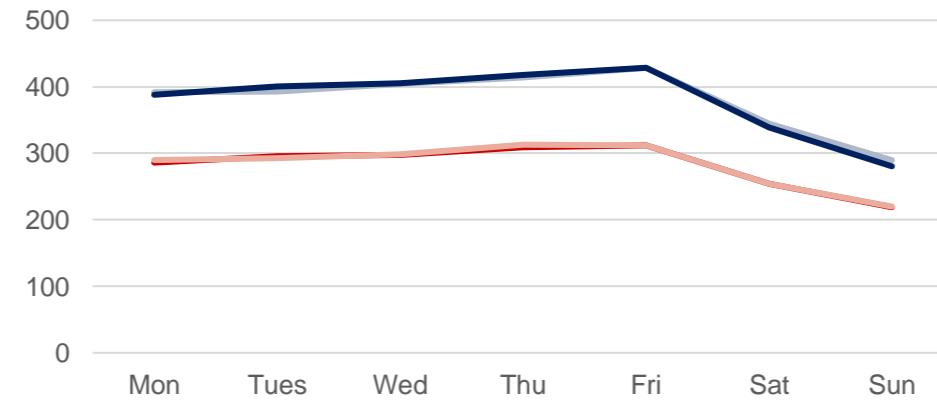


Morningside Station
Vehicles per hour (daily mean)*

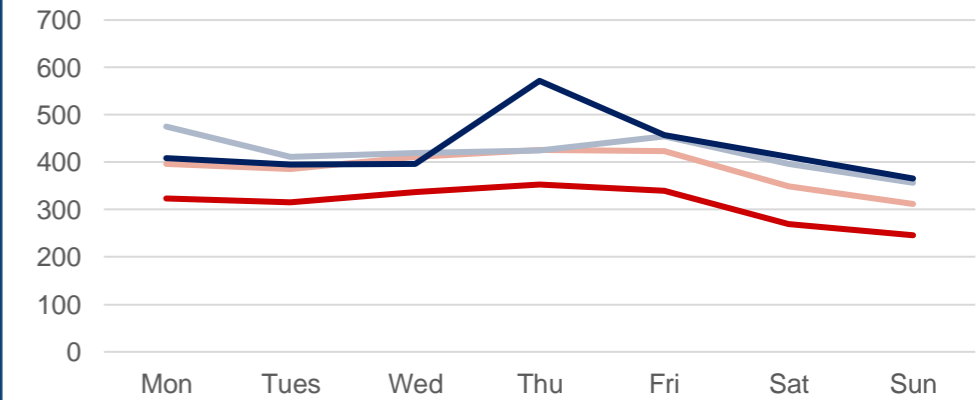


*Technical fault at Morningside out detector currently awaiting repair

Dalkeith Road/ Blasket Avenue
Vehicles per hour (daily mean)



Salamander Street/ Seafiel Place
Vehicles per hour (daily mean)



Traffic Level - Annual comparator

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



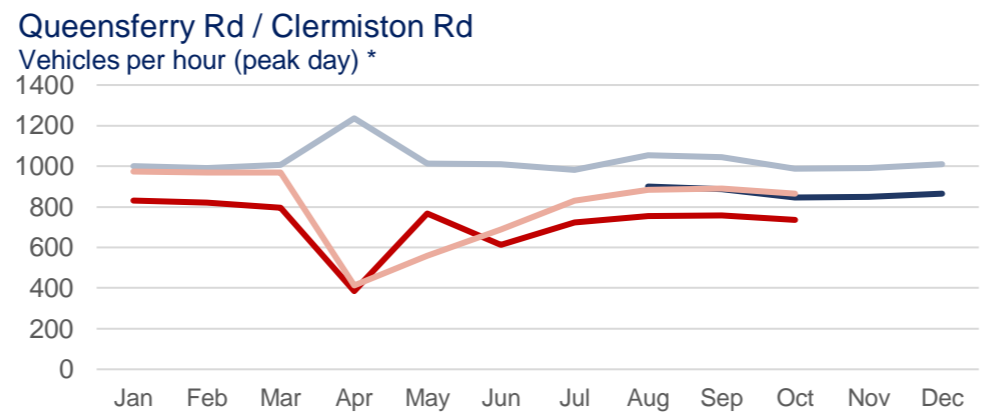
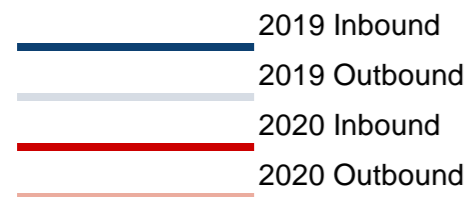
Source: Arterial Route SCOOT Detector



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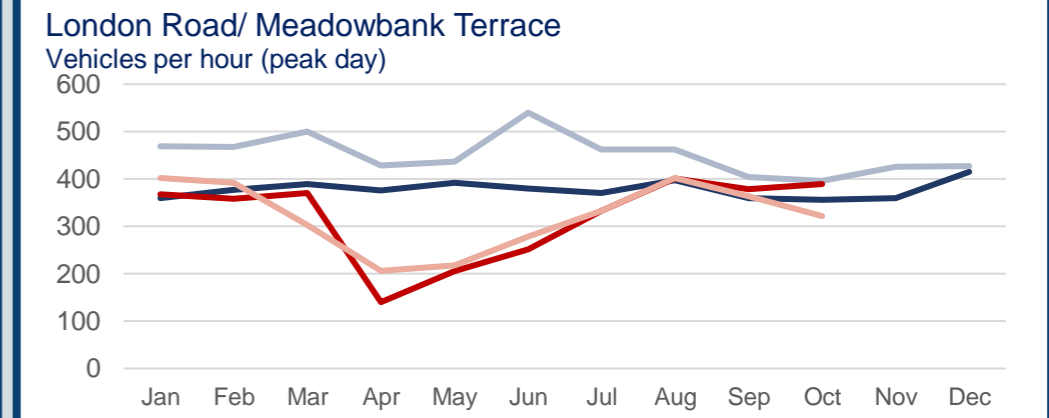
6 traffic signal sites:

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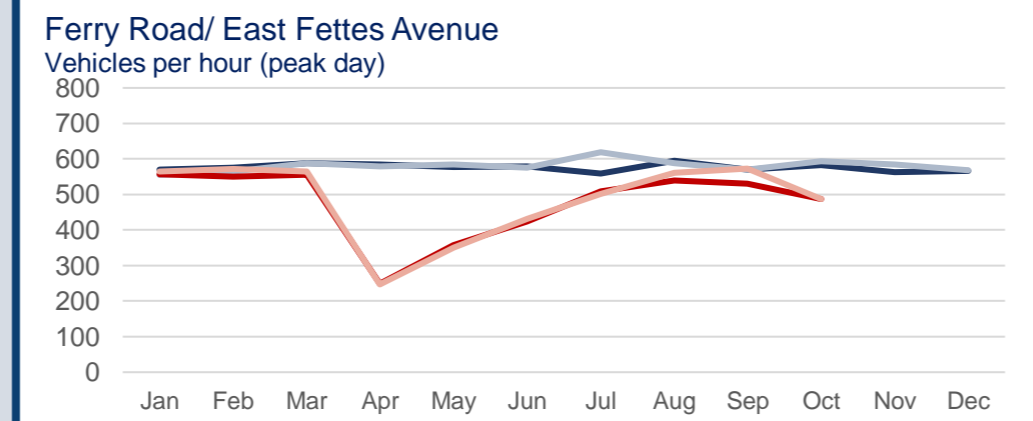


* No Mar-Jul 2019 inbound data for Queensferry Rd / Clermiston Rd

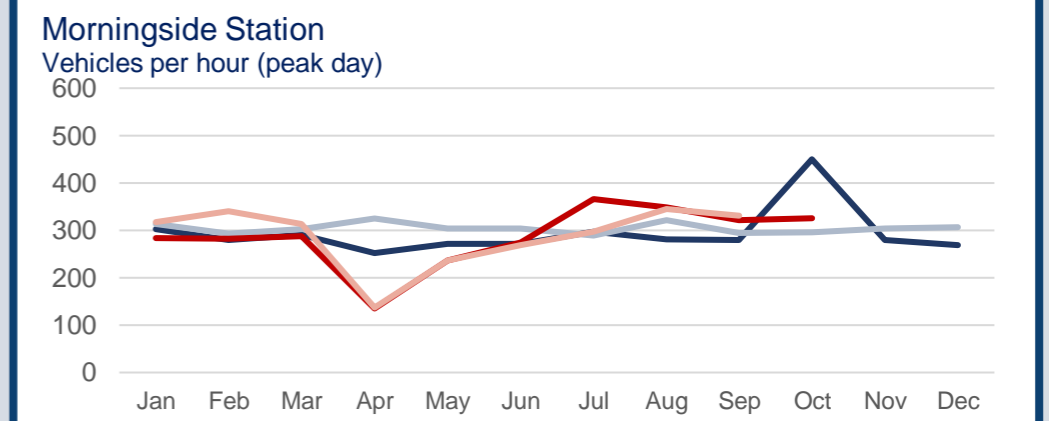
2019	Oct	Peak around 1000 vehicles per hour
2020	Oct	Peak around 850 vehicles per hour



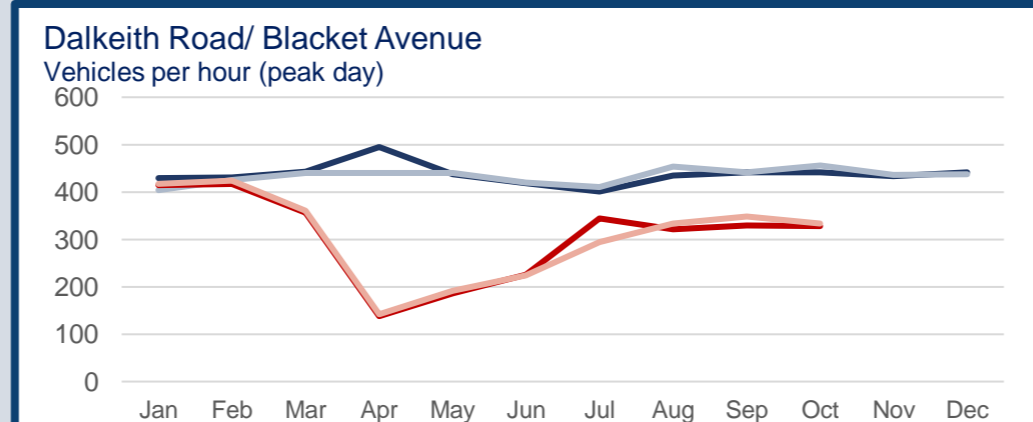
2019	Oct	Peak around 400 vehicles per hour
2020	Oct	Peak around 400 vehicles per hour



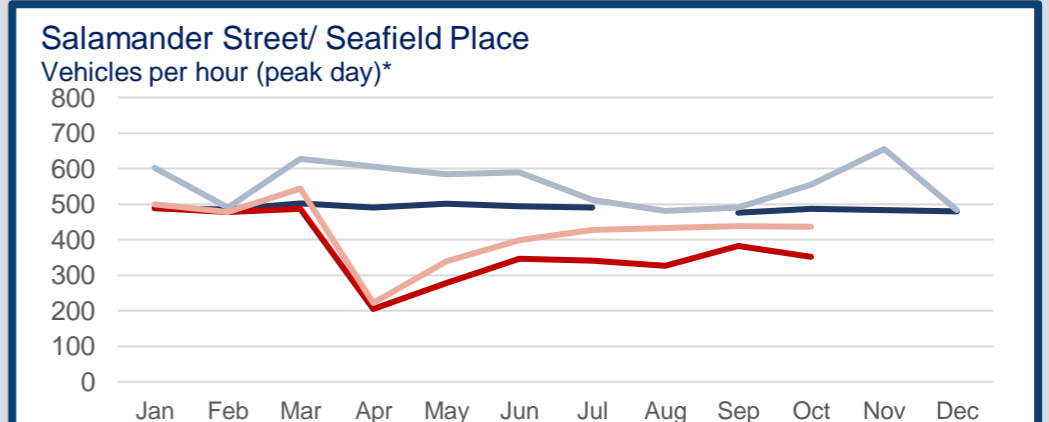
2019	Oct	Peak around 600 vehicles per hour
2020	Oct	Peak around 500 vehicles per hour



2019	Oct	Peak around 450 vehicles per hour
2020	Oct	Peak around 350 vehicles per hour



2019	Oct	Peak around 450 vehicles per hour
2020	Oct	Peak around 350 vehicles per hour



*No data available for August 2019 - Inbound

2019	Oct	Peak around 550 vehicles per hour
2020	Oct	Peak around 450 vehicles per hour

Key dates

- 16/3/20 - Non-Essential Travel guidance
- 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
- 10/7/20 - Move to Phase 3 of easing lockdown
- 02/11/20 - Edinburgh enters Tier 3 of

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Policy and Sustainability Committee

10.00am, Tuesday 1 December 2020

Climate Emissions Analysis and 2030 City Sustainability Strategy Approach

Item number	
Executive/routine	
Wards	
Council Commitments	18

1. Recommendations

It is recommended that Policy and Sustainability Committee:

- 1.1 Note the information in this report which sets out for both the Council and the City: baseline carbon emissions, trajectories to meet the 2030 net zero target, and financial and economic impacts;
- 1.2 Note that in February 2021, Policy and Sustainability Committee will receive for approval, a draft of the 2030 City Sustainability Strategy which will focus on reducing city emissions to meet the 2030 net-zero target;
- 1.3 Note that Council approach to the carbon target will be addressed as a core part of the Business Plan and Budget in February 2021 and a draft Council implementation plan to address the Council's emissions will be published as part of the engagement process for the 2030 City Sustainability Strategy;
- 1.4 Agree City of Edinburgh Council renews its membership of UK100, and consideration will be given to joining future relevant pledges; and
- 1.5 Agree that the Council signs up to the City Climate Compact which is being developed by the Edinburgh Climate Commission to catalyse city partners' action on climate change.

Andrew Kerr

Chief Executive

Contact: Andrea Mackie, Senior Policy and Insight Officer, Strategy and Communications
E-mail: Andrea.Mackie@edinburgh.gov.uk

Climate Emissions Analysis and 2030 City Sustainability Strategy Approach

2. Executive summary

- 2.1 The Council has been progressing significant data analysis work through the sustainability programme. This work has enabled the presentation of a robust baseline of emissions for the Council and for the city. By applying potential trajectories for future emissions, we are able understand the likely levels of future emissions and quantify the scale of change required for both the Council and the City to meet the net zero 2030 target.
- 2.2 The Council has already taken a number of strategic and significant decisions to effectively mainstream the 2030 target into the Council's core business and budgets. It has also made good progress within a difficult context in implementing the commitments of the Short Window Improvement Plan presented to committee in [November 2020](#).
- 2.3 This report supports work to further target the actions of the Council in leading the development of the City Sustainability Strategy 2030 and actions to address its own emissions. Council activity on sustainability will be a core aspect of the next Council Business Plan. A detailed draft plan on Council emissions will also be published as part of the engagement process for the City Sustainability Strategy 2030, and will be brought to Committee in two report cycles.
- 2.4 In the meantime, the Edinburgh Climate Commission has developed a City Climate Compact which sets organisational commitments for Climate Champions to adopt as part of their leadership on climate action. The Commission has invited the Council to be the one of the first founding city leader to adopt the Compact attached in appendix 1. This report recommends that the Council signs up to the Compact. Evidence of the Council's action on the Compact will be published as part of a plan providing details on Council action to further address our own carbon emissions.
- 2.5 While the Council plays a leading role in the city and in areas of key strategic investment for the city, it cannot deliver the 2030 carbon target alone. The City Sustainability Strategy 2030 is being developed to identify key focus areas and a pathway to address emission in those areas for Edinburgh. The Council is establishing a City Sustainability Strategy Partners Forum that will play a key part in strategy co-development and delivery mechanisms for Edinburgh and the first

meeting of the group will take place in December 2020. The Council will publish a final strategy by October 2021 ahead of [COP26](#).

3. Background

- 3.1 Delivering the 2030 net zero carbon target requires system-wide change across the Council and the wider city. Recognising this, the Council has brought forward an internal and external-facing sustainability programme that includes citizen engagement, tests of change and innovation with Climate KIC, supporting the establishment of the Climate Commission and development of the Carbon Scenario Tool. Internally, the Council has focused on mainstreaming the carbon target into the major policies, strategies and investment plans, as well as delivering a short window improvement plan focusing on immediate areas of action.
- 3.2 Prior to lockdown in March 2020, the Council was due to hold a series of partner events to begin development of the City Sustainability Strategy. That work was necessarily delayed but this report lays out plans to restart that work and publish a strategy by November 2021.
- 3.3 This report focuses on the following:
 - 3.3.1 Providing analysis of the Council emission baseline and trajectory to 2030, potential financial implications, Council areas of focus and next steps.
 - 3.3.2 Citywide emissions and 2030 trajectory, potential financial implications, and next steps.
 - 3.3.3 The proposed approach to monitoring and reporting on carbon reduction progress for both council and citywide emissions.
 - 3.3.4 The 2030 City Sustainability Strategy development timeline and the key areas the strategy will focus on.

4. Main report

- 4.1 The Council is focussed on two areas of work on greenhouse gas emissions. One on the Council's emissions and another on the whole city's emissions. Under business as usual scenario projections, both the city and the Council show a slowing of emissions reductions. To achieve the net zero target, efforts must be accelerated.
- 4.2 Further work is planned to develop a future programme of interventions, expected emissions reductions, and cost implications for the City and the Council. In the interim, linear reduction trajectory to 2030 has been plotted for both the Council and city emissions.

- 4.3 The linear pathway provides an understanding of the pace at which change needs to happen, the scale of emissions reductions that will be required, and a high-level framework to review progress against. It also enables assessments to be made in light of uncertainty around the future benefits that technology and innovation may bring.
- 4.4 The Carbon Scenario Tool will be used to deepen the understanding of specific programmes' contribution to emissions reductions. As more data is collated, the Carbon Scenario Tool will be used to develop further and more sophisticated future projections and trajectories.

Council emissions

- 4.5 Council operational emissions are reducing year on year, but are forecast to plateau from 2022, as shown in figure 3.
- 4.6 Figure 1 below shows the Council's carbon footprint with figure 2 showing the emission sources included in the scope.

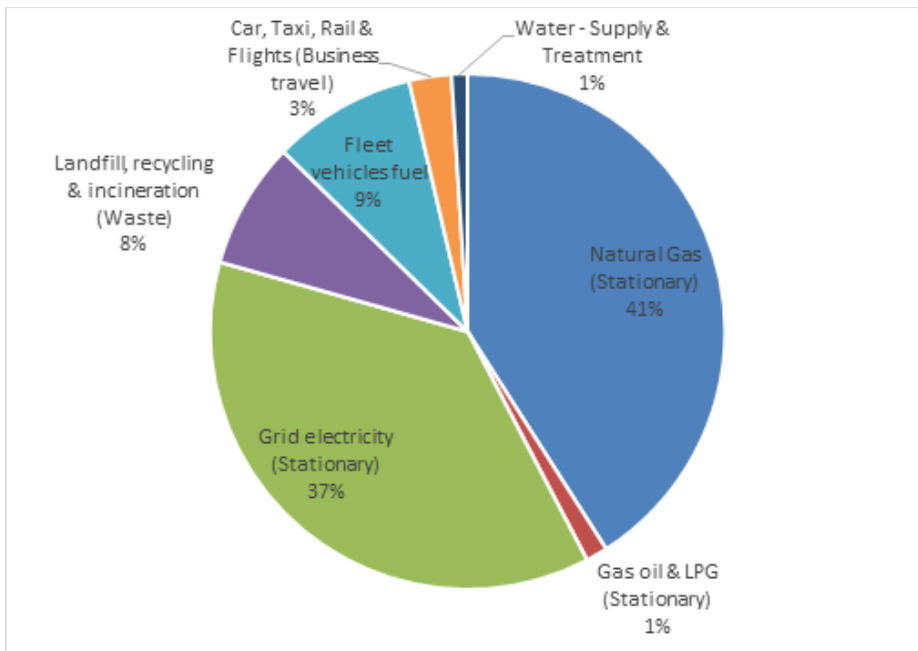


Figure 1: City of Edinburgh Council carbon footprint (2019/20)

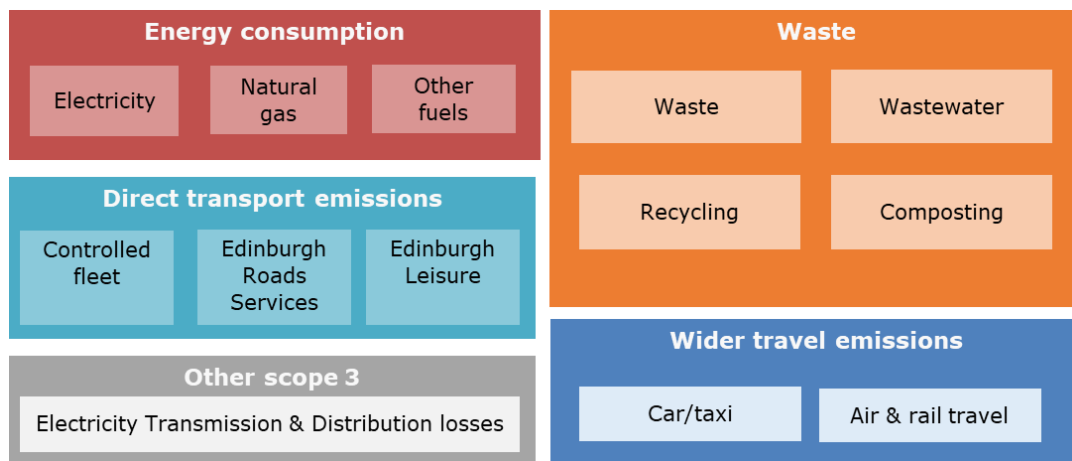


Figure 2: Council emissions scope outline

- 4.7 Figure 3 below shows an indication of the Council’s emissions sources and the related costs by sector, based on a business as usual approach (assuming further grid decarbonisation, population increase, continued street lighting replacement programme, and continuation of historic trends). This is early stage work and will continue to be refined.
- 4.8 Figure 3 has a linear trajectory applied against the Council’s emissions sources to indicate the scale of emissions reductions required to meet 2030. It should be noted that the linear pathway implies a simple path to zero, when the impact of interventions is likely to be more sporadic. By 2030 it is very likely some residual emissions will remain, with precise levels difficult to predict as they are based on unknown factors.¹

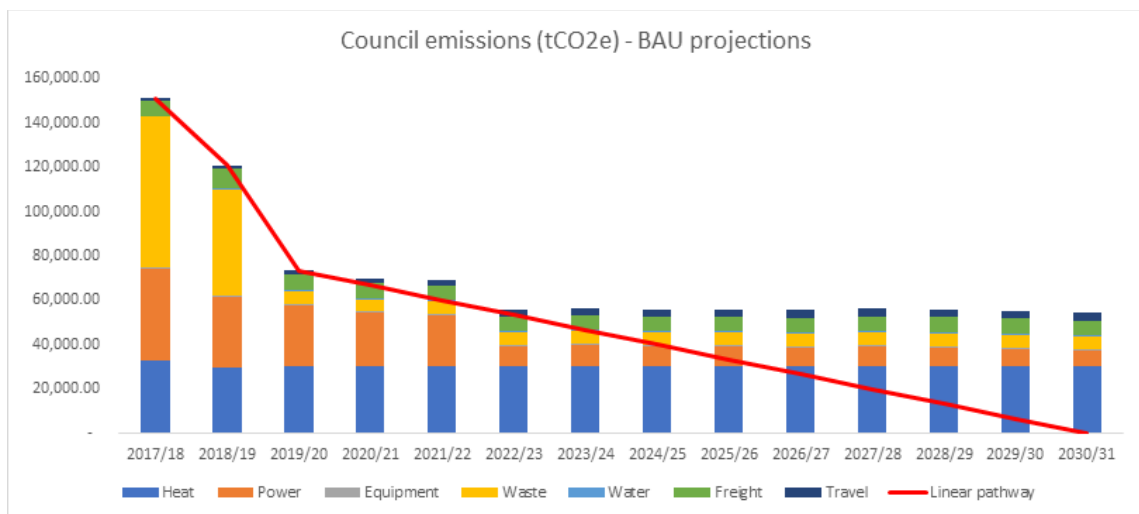


Figure 3 – Council emissions and linear trajectory to net zero 2030.

- 4.9 The Council’s future emission sources will primarily be grid electricity, natural gas, and vehicle fleets. A sharp reduction in landfilled waste tonnages has been achieved following Millerhill waste processing facilities becoming fully operational in 2019/20, drastically reducing emissions from landfilled waste decomposition.

Economic and financial impacts - City

- 4.10 An assessment has been made of the future costs associated with Council’s future emissions footprint, as shown in figure 4. It is expected that costs associated with energy use, waste management and travel would increase by a total of 57 percent between 2017/18 and 2030/31 in a business-as-usual scenario.

¹ Factors affecting the level of emissions include the long-term carbon intensity of the grid and the rate of future technology development and uptake. Residual emission sources are likely to be from some types of HGV and equipment for which there are currently no low carbon alternatives; wastewater processes, and residual grid electricity related emissions.

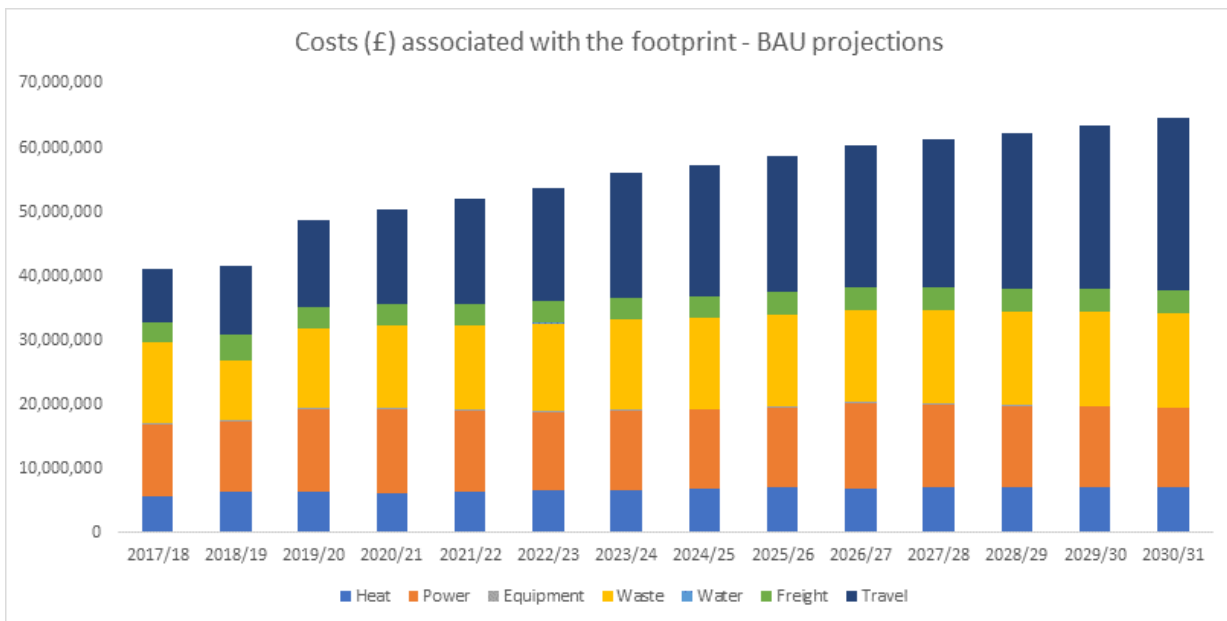


Figure 4 – cost associated with the Council’s emissions - business as usual scenario

4.11 Table 1 below provides a breakdown by key emissions sectors and the level of change required to meet a linear trajectory to 2030. The columns on the right identify the key impactful actions the Council is already taking which directly impact the Council’s footprint but also where they will have citywide benefits. Many actions will have benefits across multiple emission areas (and is why heat, power and equipment actions in particular are grouped).

Emission source	Estimated gap/shortfall between BAU and linear trajectory (tCO2e/ % reduction)		Headline Council actions (indicative costs provided where known)	Council actions with significant city emissions reduction
	2024	2030		
Heat, power and equipment (operational buildings)	8,000 20%	37,800 100%	<ul style="list-style-type: none"> Multiplication in renewable energy generation to compensate for the increased demand from electric vehicles and heat pumps Significant reduction in the energy consumption of operational buildings through deep retrofits Feasibility study to retrofit council buildings (£100,000) Generating energy from Council-owned property (£100,000) 	<ul style="list-style-type: none"> Local Development Plan Sustainable housing actions Delivering a new 10-year net-zero housing strategy (£2.5bn) Delivering a net-zero community at Granton (£1.6bn) Retrofitting 20,000 Council-owned homes from 2023 – 2030 to highest energy standard (£700m)
Waste	2,400 43%	5,800 100%	<ul style="list-style-type: none"> Paperless working; reducing single-use plastics Smart bin sensors 	<ul style="list-style-type: none"> Millerhill -reducing proportion of waste to landfill Council improvements of recycling rates and promotion of reuse / circular economy to

				reduce total waste tonnages.
Freight (council vehicles)	2,900 44%	6500 100%	<ul style="list-style-type: none"> Expanding on-street EV charging infrastructure (£2.3m) Electrifying the Council's car and light van fleet and decarbonising heavy vehicle fuel sources (£38m) 	<ul style="list-style-type: none"> Low emission Zones
Travel (council staff)	2,100 66%	3,600 100%	<ul style="list-style-type: none"> Incentives to promote sustainable staff travel choices 	<ul style="list-style-type: none"> City Mobility Plan Extending tram network to Newhaven and delivering integrated public transport hubs (£200m)
Other action areas that do not directly attribute to sources	n/a	n/a	<ul style="list-style-type: none"> Delivering Thriving Greenspaces and one million trees (£27m) Sustainable procurement strategy 	<ul style="list-style-type: none"> Exploration of Workplace Parking Levy Adaptation - citywide climate risk assessment City Centre Transformation

Table 1 - Council emission sources, estimated carbon reduction to meet linear 2030 trajectory, and Council actions underway.

Further work – Council emissions

- 4.12 Building on the Council's substantial programme of action as described in table 1, further implementation of net zero actions will draw on the newly established Carbon Scenario Tool and will allow the Council to develop a more comprehensive Council emissions reduction plan. Further proposals to reduce Council emissions will be brought forward through the next Business Plan and Budget in February 2021, and in a Council emissions plan to be published as part of the engagement process for the 2030 City Sustainability Strategy. The energy efficiency and retrofit of the Council estate is a key area for targeted intervention subject to the outcome of the commissioned feasibility study.
- 4.13 The Edinburgh Climate Commission has developed a City Climate Compact which sets organisational climate commitments for Climate Champions to adopt as part of their leadership on climate action. As a public demonstration of commitment and leadership, the Commission has invited the Council to adopt the draft Compact (text of draft compact attached in appendix 1) and become one of the first founding Climate Champions for Edinburgh.
- 4.14 The actions in the City Climate Compact broadly align with the Council's vision for addressing its own emissions. Some actions present a stretch from the Council's present focus, while still being deliverable within existing priorities and budgets. For example, actions related to carbon literacy training and procurement, which the Council will action through sustainability programme communication and engagement activity, and through implementation of the new sustainable procurement strategy. Some actions such as the deep retrofit of the Council estate,

are being considered through a commissioned feasibility study but will be the most challenging area to resource.

- 4.15 The Committee is recommended to agree to sign the Council to the draft Compact, but to note that the Commission intends to further refine the pledges on the basis of key organisation’s feedback. Any amendments to the final Compact will be shared with the Committee for consideration. Evidence of the Council’s action on the Compact will be published as part of its emissions reduction plan March 2021.

City emissions

- 4.16 Emissions across the city have fallen by 42 percent from 2000, as a result of increasingly decarbonised electricity supply, structural change in the economy, and the gradual adoption of more efficient buildings, vehicles, and businesses.
- 4.17 However, projections (including economic, population growth and improvements in energy and fuel efficiency) are that city emissions will only fall a further 9 percent (from 2000 levels) by 2030 and by 50 percent by 2050 (shown in figure 5 below).

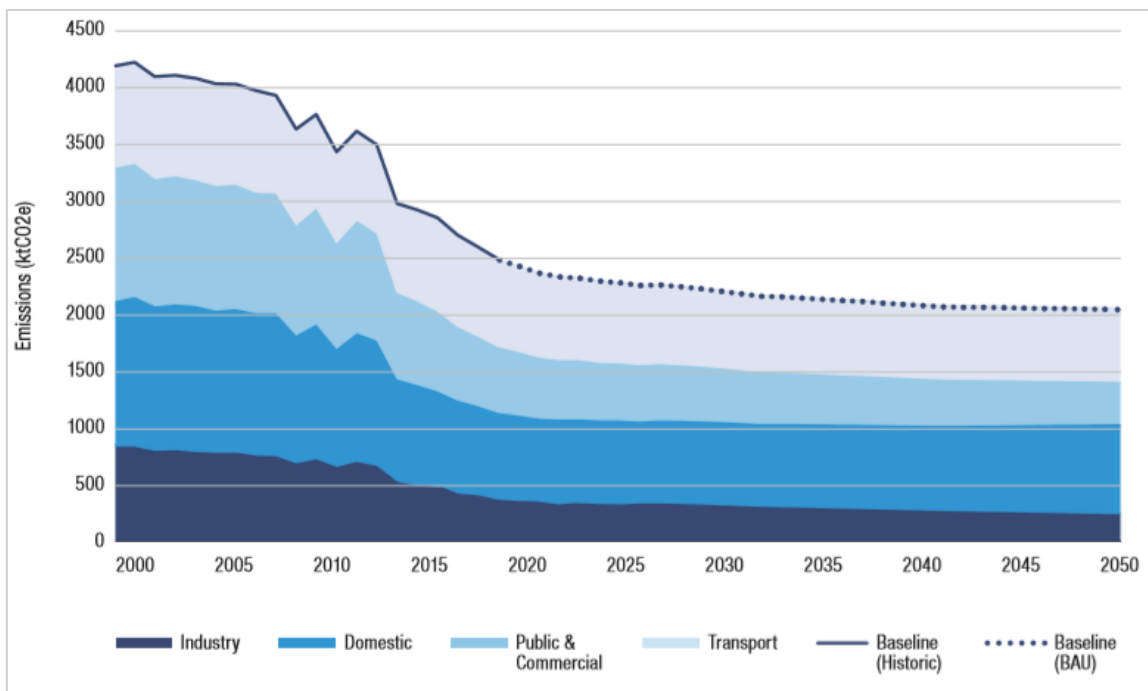


Figure 5: Edinburgh’s projected carbon emissions - 2000-2050. (PCAN Achieving Net Zero work)

- 4.18 Table 2 sets out the current rates of change, rate of change required to get to net zero by 2030 (based on a linear trajectory), and how much of an increase in reduction would be required.

City emissions – current and projected reductions (indicative) ²				
	Domestic/ housing	Transport	Industry	Public/ commercial buildings
Current rate of reduction <i>Average annual reduction achieved between 2000-2020 (ktCO₂e/year)</i>	26	7	24	31
Required rate of reduction to net zero 2030 (based on linear reduction) <i>Average annual reduction required to reach zero emissions between 2020-2030 (ktCO₂e/year)</i>	71	76	42	56
Required multiplication of annual carbon reduction rate <i>To move from current rate to meet net zero</i>	x3	x11	X2	X2

Table 2: City emissions – current and projected reductions (indicative)

- 4.19 In 2020, the city's emissions are predominantly made up of transport (31 percent), housing/domestic (29 percent), public and commercial buildings (23 percent), industry (17 percent).
- 4.20 For the city to meet net zero, the pace of change will need to have multiplied by at least 2 which means a reduction of ~200 ktCO₂e every year. This represents a significant challenge and examples of what 200kt CO₂e equates to are given in table 3 below.

Activity	Carbon reduction activity	Activity level required	Amount of expected saving (tCO ₂ e)
Reduction in freight km	5% reduction in HGV and LGV freight km travelled	26,000,000 km taken off the road	9,400
Reduction in personal car miles	12.5% reduction in petrol and diesel car km travelled	290,000,000 km taken off the road	49,000
Retrofitting of homes	Reduction of 25% in average household electricity and gas use	50,000 homes	39,000
Retrofitting of commercial/office space	Reduction of 20% in average electricity and gas use per m ²	10,000,000 m ²	91,000
Decarbonisation of the electricity grid	2% reduction in the average UK grid mix		10,000
		Total	198,000

Table 3 – Example interventions required each year

² Note that the figures presented in this table are indicative of the scale of change required, based on historic and current figures sourced from the PCAN net zero work.

- 4.21 The PCAN net-zero work has identified a wider range of potential measures in each sector, with domestic buildings insulation, transport modal shift, and electrical appliance upgrades having the largest emission reduction potential. Detail on these measures and emissions reduction is set out in appendix 3.
- 4.22 The level of change required from the transport sector is substantial, as this is where the smallest reductions have been achieved since 2000. Addressing emissions from the transport sector will require decarbonising infrastructure as well as substantial behaviour change in the way people and goods move around Edinburgh.

Economic and financial impacts - City

- 4.23 The PCAN achieving net zero work has developed an economic case that supports the change required to meet the 2030 target, based on allocating current spending differently. This work has identified a set of interventions that illustrate what it would take to meet the 2030 net zero target for the city (see appendix 3).
- 4.24 The economic case for the illustrative interventions includes spending that would always have been expected to occur in the city when assessing interventions that: produce net returns over their lifetime (Cost-Effective); pay for themselves over their lifetime (Cost-Neutral); or deliver financial returns over a longer period (Technically viable).
- 4.25 Table 4 below shows the investment required for each intervention group alongside the emissions reduction, cost savings, and job creation benefits. It should be noted that the investment required is not all new funding and could be met by spending existing resources differently.
- 4.26 The impact of climate change on the city's infrastructure and built environment has an increasing cost to the city and its citizens. Research has been commissioned as part of City Plan 2030 to understand the city adaptation 'hotspots' and to further look at the costs associated with the status quo. This work will support business case for investment in mitigating actions and will inform the development of the 2030 City Sustainability Strategy and its implementation plan.

	Investment	Benefits
Cost-Effective	<ul style="list-style-type: none"> £4.01 billion over their lifetimes or £401m a year across all organisations and households in the city for the next decade 	<ul style="list-style-type: none"> 11,790 years of employment or 596 full-time jobs for the next 20 years Edinburgh's total energy bill by £553 million p.a. in 2030
Cost-Neutral	<ul style="list-style-type: none"> £7.59 billion over their lifetimes Or £759m a year for the next decade 	<ul style="list-style-type: none"> 18,235 years of employment 911 full-time jobs for the next 20 years nearly two-thirds emissions reduction of 2030 levels
Technically viable	<ul style="list-style-type: none"> £8.21 billion or £821m a year for the next decade 	<ul style="list-style-type: none"> saving hundreds of millions of pounds on an annual basis 65% reduction of the projected residual emissions at 2030

Table 4 – Intervention cost and benefits

Further work – city emissions

- 4.27 Current Council activity which offers citywide benefits has been identified in table 1 (in this report's section on Council emissions). Actions to address city emissions will largely be progressed through the 2030 City Sustainability Strategy, (detail set out later in this report).

Reporting on progress – Council and city

- 4.28 The Council will report progress on both the Council and City emissions annually, including assessment against the baseline and linear trajectory, as well as by sector. By working with the City Sustainability Strategy Partners Forum, the council will further refine understandings of historic and future projections, as well as further development of the Carbon Scenario Tool, and supporting data sets. This information will be reflected in regular monitoring and reporting, including through the Council's Public Bodies Climate Change Duties Report.
- 4.29 Council is a member of the Global Covenant of Mayors for Climate & Energy and has submitted data as required through the [Carbon Disclosure Project](#). In addition, The Council intends to renew its membership of UK100, a network of UK local government leaders who have pledged to achieve net zero council emissions by 2030. The Council will also consider signing up to future relevant pledges and reporting schemes that are in alignment with our approach to the 2030 target.
- 4.30 Trajectories to meet 2030 are shown to reach a zero emissions position, but it is possible some residual emissions will remain. Offsetting is seen as a last resort, but the Council will need to develop a position on it. A paper on offsetting will be brought to the sustainability and climate emergency APOG and a developed position included in the draft 2030 City Sustainability strategy

Sustainability strategy

- 4.31 The 2030 City Sustainability Strategy is about leading the actions for change across Edinburgh by identifying what actions the city needs to take to achieve carbon reduction by 2030 and provide a path to progress them.
- 4.32 As set out in earlier sections of this report the Council has developed a strong evidence base to support our understanding of the challenge. This understanding is also being shaped by what we've heard through the citizen engagement undertaken to date (see Annex 2 for a summary).
- 4.33 The Council will continue to work with the Climate Commission in developing the 2030 City Sustainability Strategy, and will seek the Commissions' input as an expert adviser, to challenge and support policy development.
- 4.34 In addition, the Council is formalising arrangements for a City Sustainability Strategy Partners Forum to bring together key public, private, infrastructure focussed, and wider organisations across Edinburgh who have a significant role to play in coordinating and collaborating on strategic city-wide actions to deliver the 2030 target. Its first meeting is planned the first week in January. The intention is for this forum to support progress on strategic actions achieving net zero across Edinburgh through the 2030 City Sustainability Strategy.

- 4.35 Appendix 4 – provides a timeline for the development of the strategy, with key milestone dates being:
- 4.35.1 February 2021 – draft strategy for consultation considered by committee
 - 4.35.2 Spring/summer 2021 – public consultation on strategy,
 - 4.35.3 Autumn 2021 – publication of strategy to align with the United Kingdom (Glasgow) hosting of the [United Nations Climate Change Conference 2021](#) (COP26) in November 2021.
- 4.36 The 2030 City Sustainability Strategy will:
- 4.36.1 be integrated with wider Council priorities, including ending poverty and supporting a green, resilient, and fair economy.
 - 4.36.2 expand on existing sustainability related work led by the Council that has a citywide impact including the City Plan 2030, City Mobility Plan, sustainable housing actions, Adaptation Plan, as well as the Council Business Plan and Budget, 2050 City Vision, and the Adaptation and Renewal Programme.
 - 4.36.3 extend the ambition of the programmes referenced above and engage partners in their delivery, to ensure the City continues to make progress on emissions. And;
 - 4.36.4 lay out an approach to the more difficult emissions areas that require collaborative action and innovation to meaningfully address.
- 4.37 Based on what we know from the work undertaken to understand emissions baselines, citizen engagement, and potential opportunities to address emissions across the city, the 2030 City Sustainability Strategy will focus on the following key aims:
- 4.37.1 Net zero development and growth – focussing on influencing planning and development decisions, ensuring development around existing infrastructure, support people to live sustainably through 20-minute neighbourhood models, and prioritising the provision of green and blue networks.
 - 4.37.2 Zero emission transport – enable people to travel with zero emissions through redesign and investment in carbon neutral transport infrastructure to underpin and enable green growth. Focussing on active travel, public transport networks, and providing EV infrastructure.
 - 4.37.3 City-wide decarbonised heat and energy – developing a strategic approach to how we manage energy and heat across the city that accounts for the varied challenges and opportunities across the city. Ensuring that our future heat and energy generation models share economic opportunity and benefits.
 - 4.37.4 Energy efficient public, private and domestic buildings – accelerating energy efficiency measures that offers economic and community benefits, generate confidence for investment from householders and business, communities to

generate demand, supporting local companies, achieving economies of scale, and ensuring high standards.

- 4.37.5 Low carbon wellbeing economy and new lead markets – developing a strategic approach to sustainable economic growth which creates new lead markets, green jobs and fair work, as part of a just transition to a low carbon wellbeing economy. Focusing on shortening supply chains, supporting local businesses and reducing waste to support a vibrant circular economy within the city and ensures a just transition to net zero.
- 4.37.6 A ‘climate ready’ city – ensure the city is prepared to manage the environmental impacts of climate change, reverse biodiversity loss and take a risk management based approach to ensure the city is resilient to the impacts of unavoidable climate change. Maximise wider benefits for the city by strengthening the links between wellbeing, access to greenspaces, and food and biodiversity.
- 4.38 An implementation plan that enables change through partnership and co-development across the city will be developed with the Strategy. To support this the strategy will need to set an approach to critical mechanisms to enable change including:
 - 4.38.1 Governance arrangements that are fit for purpose in that they are flexible enough provide for the co-design and collaborative approach required to address city emissions, while maintaining a focus on decisive, accountable and transparent actions
 - 4.38.2 Investment approaches that capture economic benefits for the city and its citizens
 - 4.38.4 Delivery mechanisms (e.g. procurement, finance, investment, new financial models, UK and Scottish Government partnership, digital, data driven innovation) that balance providing certainty and confidence while supporting flexibility and innovation
 - 4.38.5 More efficient use of resource consumption to reduce waste and support circular economies
- 4.39 The implementation area of the 2030 City Sustainability Strategy will also set out how priorities and actions are reviewed and adjusted over the life of the strategy, including setting key performance indicators, reporting, and managing links to other strategic priorities for the city.

5. Next Steps

- 5.1 The next Council Business Plan and Budget will incorporate actions to support reduction of the Council’s own emissions and will be reported to committee in February 2021. A specific Council emission reduction plan will be brought to Committee in two report cycles.

- 5.2 Building on the baseline development and assessment work, a report on progress towards the new 2030 city target will be brought to Committee in February 2021 and will align with the 2030 City Sustainability Strategy.
- 5.3 A consultation draft of the 2030 City Sustainability Strategy will be brought to committee in February 2021. The strategy will be developed with input from the City Sustainability Strategy Partners Forum and the Council will continue to develop this partnership to support the delivery of Edinburgh's net-zero 2030 target.
- 5.4 Council's emissions will continue to be reported annually through Public Bodies Climate Change Duties statutory report, with the next deadline being November 2021.

6. Financial impact

- 6.1 There are no direct financial impacts arising from this paper. However, the financial challenges to achieve net zero emissions will be significant. It should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or reduced congestion (to name just a few).
- 6.2 Economic and financial impacts related to Council and city emissions have been set out in the main body of this report.

7. Stakeholder/Community Impact

- 7.1 Appendix 2 – provides a summary of the themes and feedback received through the Edinburgh Talks Climate citizen engagement programme. This work is being incorporated into the strategy will be aligned with future public engagement, including public consultation on the 2030 City Sustainability Strategy.
- 7.2 The 2030 City Sustainability Strategy and the Council's action to reduce emissions is being undertaken with support from the Edinburgh Climate Commission and will draw on member and their networks to provide technical knowledge and expertise. The Climate Commission is leading the City Climate Compact – which this report seeks Committee agreement that the Council sign up to. The text of the City Climate Compact is provided in appendix 1.

8. Background reading/external reading

- 8.1 [United Nations Climate Change Conference UK 2021](#)
- 8.2 [City of Edinburgh Council submission, Carbon Disclosure Project, November 2020](#)
- 8.3 [Short Window Improvement Plan Progress Update, Policy and Sustainability Committee, November 2020](#)

- 8.4 [Public Bodies Climate Change Duties Report 2019/20, Policy and Sustainability Committee, November 2020](#)
- 8.5 [Council response to Edinburgh Climate Commission and Sustainability Programme Update, Policy and Sustainability Committee, July 2020](#)
- 8.6 [Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh, Edinburgh Climate Commission, July 2020](#)
- 8.7 [Achieving Net-Zero in the City of Edinburgh, Policy and Sustainability Committee, October 2019](#)
- 8.8 [Update on Short Window Improvement Plan, Policy and Sustainability Committee, October 2019](#)

9. Appendices

- 9.1 Appendix 1 - City Climate Compact
- 9.2 Appendix 2 - Summary of themes and feedback from engagement to date
- 9.3 Appendix 3 –Potential city measures to meet net zero (from PCAN Net Zero work)
- 9.4 Appendix 4 – 2030 City Sustainability Strategy development timeline and milestones

Appendix 1 - City Climate Compact

**Draft November 2020: Subject to review
by founding City Climate Champions**

The Edinburgh Climate Compact

“Forward, faster, together”

Promoting and celebrating ambitious Edinburgh business action to achieve net zero

Introduction

As Scotland enters the twelve-month countdown to hosting COP26, Edinburgh has a unique opportunity to show the world the power of collaboration and the difference we as a City can make to address the climate emergency.

The City’s key businesses and employers can and must show leadership in delivering real progress on the net zero future of Edinburgh.

The Edinburgh Climate Compact is a commitment by the leading businesses and employers in Scotland’s Capital to take action within their own organisation and sectors to contribute to a green recovery and radically reduce the city’s carbon emissions.

The Compact is for those organisations who are committed to being leaders in the race to net zero and who are dedicated to moving *forward, faster, together*.

The Edinburgh Climate Commission will convene, catalyse and challenge organisations that commit to the Edinburgh Climate Compact, recognising and celebrating not just what those organisations are doing now, but what they *will* do in the journey to net zero and a green recovery.

The Edinburgh Climate Compact represents a step on the path to a new normal of sustainable business practice in a thriving green city.

As representatives of key businesses and employers in Edinburgh, we, the founding “City Climate Champions” of the Edinburgh Climate Compact hereby undertake to:

Effect significant and demonstrable change in our business practices resulting in an accelerated reduction in climate emissions that contribute to Edinburgh’s net zero target. In doing this we will:

1.1 Operations

- Share within a month of signature what action we are currently taking to address climate change and our current emissions.
- Take demonstrable actions to contribute to the reduction of carbon emissions (by COP26 in November 2021 and beyond).
- Publish online (by November 2021 latest) our plan to cut carbon emissions within our organisation with identified [annual/biannual/other] target dates for progress.

- Include in this plan a commitment to engage across the whole value chain to drive emissions reductions
- Set out how we will embed assessment of climate impact into all organisational and investment decisions

1.2 Influence and Leadership

- Communicate our approach to tackling climate change and promote the importance of greater efforts to tackle climate change
- Share learning with members of the Edinburgh Climate Compact and other city organisations looking to accelerate action on climate change
- Roll out climate literacy for staff, including the management team as a minimum
- Promote, support and enable employee choices and behaviours to contribute positively to a net zero future.
- Maximise the impact of procurement across the value chain to accelerate emissions reductions with particular focus on capital investment decision making

Where applicable to our organisation we will also:

1.3 Transport

- Integrate the sustainable travel hierarchy into our organisation's operations, future business planning and lock out a return to the levels of business travel prior to 2020.
- Prioritise sustainable and active travel choices by our workforces, limiting the need to travel for work wherever possible
- Invest in a switch to zero emission company owned vehicles

1.4 Buildings

- Commit to a clear programme of deep retrofit of the organisational estate
- Switch all energy use to sustainable energy sources
- Explore the potential of the organisational estate to generate renewable and sustainable energy and contribute to increased greenspace, biodiversity and sequestration

Appendix 2 - Summary of themes and feedback from engagement to date

theme	Engagement area	You said
Corporate responsibility	Edinburgh Talks Climate, public survey	Businesses have a responsibility to reduce their own carbon footprint and make it easier for individuals to make environmentally-friendly choices
	Edinburgh Talks Climate, public survey	Public sector organisations have a responsibility to reduce their own carbon footprint and make it easier for individuals to make environmentally-friendly choices
	Tennent survey	
Policy and procurement	Edinburgh Talks Climate, website Youth Summit	Greener building procurement: Only zero-carbon housing developments should be given planning permission. All housing contractors should have their green credentials assessed as part of the procurement process.
	Edinburgh Talks Climate, website Youth Summit	Greener food procurement: Prioritise healthier, greener food choices in all council premises and encourage and support local sustainable food shops. For example: All council's caterers should use zero waste and encourage reusable tubs
	Youth summit	Greener procurement (general): Only contract companies who recycle and have sustainable/ low carbon commitments. Encourage zero waste shops in the city.
Evidencing work	Edinburgh Talks Climate, website	Evidencing policy: Environmental policies should be based on fact or science
Funding	Youth summit	Greater local funding: Have funding to upgrade council housing and funding for local services to become zero-carbon
Housing		Affordable housing: Limit tourism in city centre to allow more affordable housing

Transport	Edinburgh Talks Climate public survey	Discourage private car use: We need radical measures to discourage private car use in the city centre, with a total ban in many areas. Examples could include: Introducing a congestion charge to city centre or introducing a Workplace Parking Levey.
	Edinburgh Talks Climate website	
	Youth Summit	
	Edinburgh Talks Climate, public survey	Invest in affordable public transport: More affordable or even free public transport in the city. Income generated from the introduction of a Workplace Parking Levey could be used to subsidise public transport for colleagues.
	Edinburgh Talks Climate, website	Cycling access: Ban parking on cycle lanes with fine and have more cycle parking available outside shops.
	Youth Summit	
		A larger, more coherent sustainable travel network across the city: Improve and link walking and cycling routes, improve and extend public transport networks in and out of the city including the trams
	Youth summit	Electric Vehicles: invest in EV charging ports.
Recycling and waste	Edinburgh Talks Climate, website	Improve recycling: Have more recycling bins in public spaces and schools. Encourage offices and schools to have composting bins as well as waste bins.
	Youth Summit	
	Edinburgh Talks Climate, website	Reuse and Recycle: Encourage reusable bags, use recycled paper, create more public water fountains to reduce single-use plastic water bottles.
	Youth Summit	
Greenspaces	Edinburgh Talks Climate, website	Create more greenspace in the city: Establish more community gardens, nature reserves and greener spaces in and around offices. Encourage green roofs, plant more trees and create more green spaces protected from development.
	Youth Summit	

Appendix 3 –Potential city measures to meet net zero



Transport

Measure	Annual deployment
High Quality Protected Cycling Highways Built	5 km
Additional Electric buses procured and in service'	103
Increase in public transport ridership	7 million trips
Additional Evs replacing conventional private cars	7861



Public & Commercial buildings

Measure	Annual rate of installation by 2030 (m2)
High Efficiency Boiler Upgrades	118,483
Air Source Heat Pumps	177,504
Air Tightness & Fabric improvements	87,913
Daylight Sensing Systems	352,845
Heating Controls & Timers	164,220
LED Lighting Upgrades	149,166
Movement Sensing (PIR)	610,192
T5 Lighting (Conversions)	251,016
T5 Lighting (New Installations)	115,937

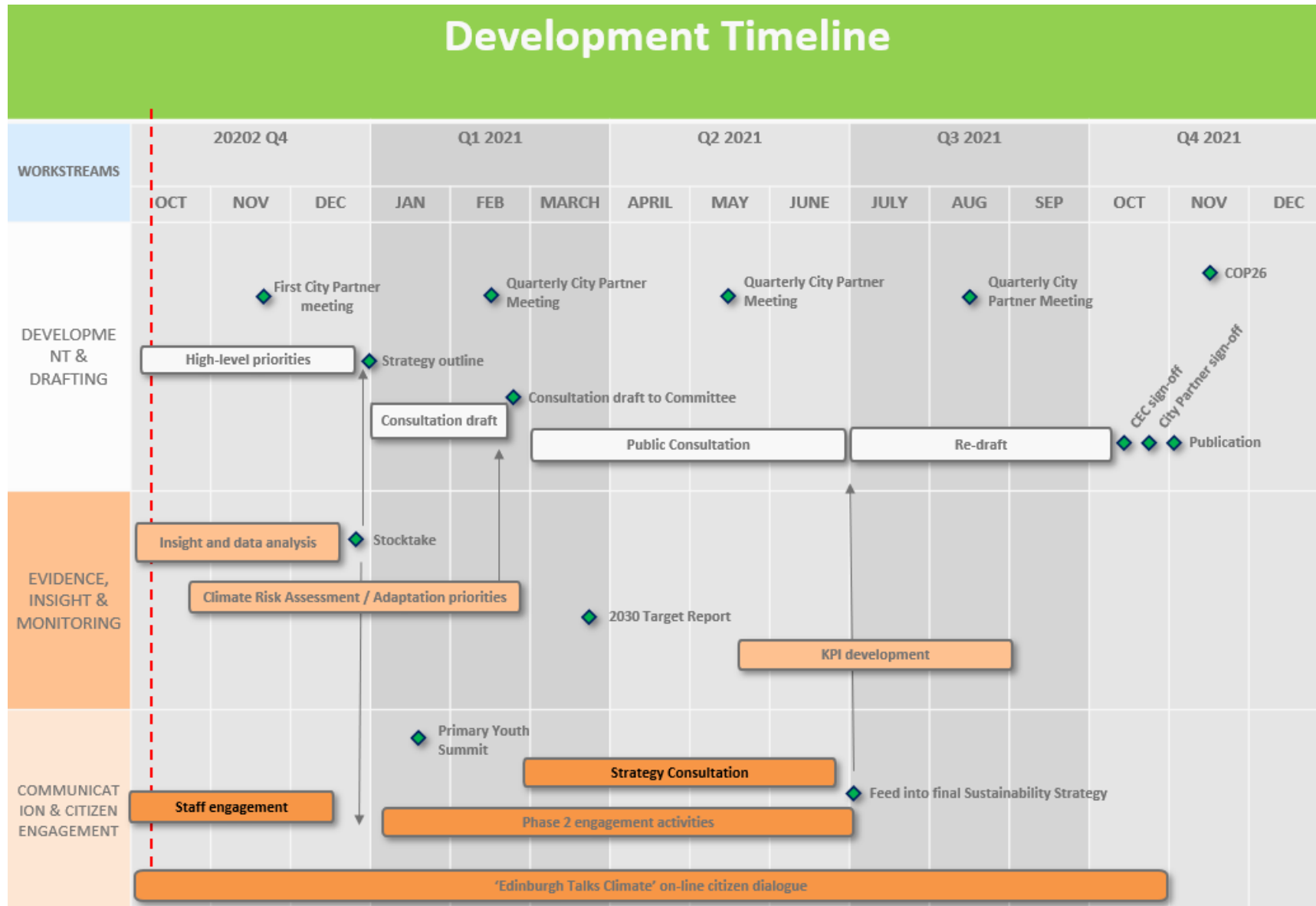


Domestic homes

Measure	Annual rate of installation by 2030 (homes)
Upgraded Cold/Wet Appliances	8,745
Cavity wall Insulation	7,391
Draughtproofing & Fabric	1,324
Floor Insulation	10,996
Gas Boiler Installation	8,039
Heat Pumps	12,380
Loft Insulation	4,067
Low Energy Lighting	15,663
Solar PV	15,860
Tank Thermostats & Glazing Upgrades	2,738
Heating Controls &	3,147
	5,090

Source : A Net Zero Carbon Roadmap for Edinburgh – PCAN report

Appendix 4 –2030 City Sustainability Strategy development timeline and milestones



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Policy and Sustainability Committee

10.00am, Tuesday, 01 December 2020

End Poverty in Edinburgh Delivery Plan 2020-30

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that the Policy and Sustainability Committee

- 1.1 Agree, subject to Council annual budget processes, the End Poverty in Edinburgh, City of Edinburgh Council Delivery Plan 2020-30;
- 1.2 Agree that priority actions for delivery by the Council should be further developed and incorporated as core elements of the Council Business Plan for consideration in February 2021;
- 1.3 Agree that further actions cited in the plan should be delivered through mainstream Council strategies and policies, and that delivery and development of these should explicitly set out how they contribute to ending poverty in Edinburgh;
- 1.4 Agree that a further report providing a detailed progress monitoring framework should be considered by the Policy and Sustainability Committee within two reporting cycles;
- 1.5 Agree that the Policy and Sustainability Committee should consider an annual report on progress against delivery of this plan, with the first such report to be prepared for Autumn 2021; and
- 1.6 Note the work underway by officers to develop city wide partnership actions alongside this plan, with reports planned for consideration by the Edinburgh Partnership in December 2020.

Andrew Kerr

Chief Executive

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End Poverty in Edinburgh Delivery Plan 2020-30

2. Executive Summary

- 2.1 This paper presents to committee a delivery plan for Council actions needed to respond to the final report of the Edinburgh Poverty Commission.
- 2.2 The report proposes that Council commit to 13 priority actions needed to deliver significant step change towards delivery of the objective to end poverty in Edinburgh, and 44 actions identified for delivery and implementation through existing or forthcoming mainstream Council plans and strategies.

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 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.
- 3.3 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.
- 3.4 In September 2020, Edinburgh Poverty Commission published its final report and a call to action for the city to end poverty in Edinburgh by 2030.
- 3.5 In October 2020, the Policy and Sustainability Committee received the final report of the Edinburgh Poverty Commission. The Committee agreed 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; and, agreed 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. Committee also agreed to consider a comprehensive Council response to the final report of the Edinburgh Poverty Commission in December 2020 in the form of a cross-council delivery plan.

4. Main report

A Just Capital: Actions to End Poverty in Edinburgh

- 4.1 The final report of the Edinburgh Poverty Commission was published in September 2020. Following the most extensive process of inquiry into poverty, its causes, consequences, and solutions ever undertaken in a Scottish local authority, the report presents a call to action to the city and a framework of changes needed to end poverty in Edinburgh by 2030.
- 4.2 The key message from the Commission's report is that poverty in Edinburgh is real and damaging, but it can be solved.
- 4.3 The report identifies six areas for action – fair work, a decent home, income security, opportunities to progress, connections and belonging, health and wellbeing - and one cultural challenge serving as a lens through which each action should be approached.
- 4.4 On this last element, the Commission notes that *“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.”* In doing so, the report calls 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.”*

Calls to action for City of Edinburgh Council

- 4.5 The Commission's final report is clear that the aim of ending poverty in Edinburgh cannot be delivered by the City of Edinburgh Council alone. All seven areas of the reports framework are necessary to meet the goal of ending poverty within a decade, and all areas include actions for a broad range of actors, including UK and Scottish Governments, local public sector agencies, employers and investors, third sector organisations, and Edinburgh citizens.
- 4.6 The Council does, however, have a critical role to play in implementation of the report and the Commission notes that little progress can be made without a strong response from the Council.
- 4.7 Across seven action areas, the report sets out a total of 55 discrete actions for delivery. Within these, a total of 31 require a Council response, either as a lead agency, or as a member of the Edinburgh Partnership. Appendix 1 to this report sets out all 55 actions included in the Commission report, indicating the lead stakeholder from which action is required.

- 4.8 Those actions addressed towards the Council range across all service areas, and across all elements of the Council's work. In doing so, the Commission asks for a response from the Council in terms of its role as:
- 4.8.1 **A major employer in Edinburgh:** The report asks for Council leadership in the area of fair work, and the promotion of the living wage in Edinburgh
 - 4.8.2 **A provider of vital services:** The report sets out calls to action across core services provided by the Council, including education, housing, homelessness, economic development, health and social care, and other services. Not least, the report calls for the development and adoption of a new operating model across all people facing Council services.
 - 4.8.3 **A purchaser of goods and services:** Along with all other public sector agencies in the city, the report calls for the Council to ensure that public sector spending in Edinburgh generates the maximum benefits for people on low income in the city, by promoting fair work, and by generating significant community benefits from major contracts.
 - 4.8.4 **A convener of change:** The report recognises the key role the Council can play as a convener and leader of change in the city. As such, even where calls to action made by the Commission are directed at other stakeholders, the Commission recognises the important role the Council can play in bringing partners together around a common objective to end poverty in the city.
- 4.9 Appendix 2 to this report sets out an action plan designed to deliver the Council's response to the calls to action provided by the Edinburgh Poverty Commission, and to make a substantial contribution towards the city-wide goal to end poverty within a decade.
- 4.10 The plan focuses on Council actions needed to implement the Commission's findings. Further work is underway with Edinburgh Partnership colleagues for development of wider partnership actions needed to respond to the final report of the Commission. A report on these actions will be considered by the Edinburgh Partnership in December 2020.

The Council delivery plan to end poverty in Edinburgh

- 4.11 The delivery plan includes 13 key new and additional next steps where priority action is needed to
- 4.11.1 Transform Council services towards a new prevention focused operating model,
 - 4.11.2 To expand and scale up high impact anti-poverty approaches highlighted by the Commission as best practice,
 - 4.11.3 To use the convening power of the Council to lead change among other key stakeholders, and
 - 4.11.4 To establish the governance, structures, and resources needed to monitor and deliver this plan over the long term.

Supporting Council services to change cultures and improve prevention

- 4.12 The central calls to action made by Edinburgh Poverty Commission relate to a need for changes in culture and approaches to the way support services are delivered and experienced in Edinburgh. To meet this challenge, the delivery plan sets out actions to:

Design and implement a new service model for people focused Council services aimed at preventing poverty and its outcomes.

- 4.12.1 The Council would be committing to a 10-year programme of change to build and develop a new cross Council service model embedded in communities across the city.
- 4.12.2 The principle focus of this approach will be to improve the day to day experience of people seeking support in the city, to achieve long term reduction of service demand through early intervention, and, in doing so, to deliver more a financially sustainable operating model for people-focused Council services.
- 4.12.3 This approach would significantly enhance the Council's work to embed the principles of the Christie Commission on the future delivery of public services.
- 4.12.4 Implementing the change would build on learning from the implementation of the 3 conversations model in Health and Social Care in the city, and seek to expand upon existing innovation projects such as those underway as part of the 'lifting neighbourhoods out of poverty' project in Magdelene and Bingham.
- 4.12.5 Overall, this approach would form a core part of the new Council Business Plan with full details currently in development and planned for consideration by Committee in February 2021.
- 4.12.6 **Meet and work with the new End Poverty Edinburgh citizen group, and embed citizens' voices in the design of approaches to end poverty.**
- 4.12.7 This action proposes that members of the Policy and Sustainability Committee agree to meet with the new End Poverty Edinburgh citizen group in early 2021 to agree ways of working together and define new opportunities for citizens with experience of poverty to co-design and influence change in the city.
- 4.12.8 **Increase staff awareness of poverty and encourage 'poverty proofing' of Council services through expansion of the successful 1in5 programme currently embedded in schools to the wider Council workforce.**
- 4.12.9 As a key first step towards long term changes in culture and practice, this action involves further roll out of existing programmes to improve understanding and awareness of poverty among Council staff groups. The 1in5 programme currently works to achieve these objectives and to

encourage school staff to find ways of 'poverty proofing' their services. Evidence within schools shows that 80-90% of staff felt more aware of poverty and its impacts following 1in5 sessions, and were more able to make changes needed to tackle stigma and reduce the cost of services.

- 4.12.10 This action involves expansion of the 1in5 programme to include the wider Council workforce, with an objective to develop new training materials and deliver bespoke awareness raising programmes for each directorate in year 1, and a goal to embed poverty training in all Council staff by year 3.

Income maximisation and social security

- 4.13 The Commission report notes that too many people in poverty in Edinburgh are not aware of, or able to access all the support to which they are entitled, and that change is needed to UK social security policies to avoid a significant increase in poverty during 2021. Alongside extending and embedding existing Council welfare and benefits activities, this delivery plan sets out actions to:

Further develop people-centred income maximisation, family and household support services.

- 4.13.1 This action will involve working with Edinburgh Partnership to propose and develop a single city-wide approach to commissioning advice services, and aim to extend into all city communities, holistic support to improve financial resilience, health and wellbeing for people who are already in or are at risk of being in poverty.
- 4.13.2 Successful existing approaches to such services highlighted by the Edinburgh Poverty Commission involve the embedding of income maximisation, family and household support in community assets, such as schools, GPs, libraries or third sector hubs. Impact reports show that such models can provide a Social Return on Investment of £30-£39 for every £1 invested, with average additional income generated recorded at some £1,800 per supported family. The extent to which capacity can be extended for such embedded support services would be subject to the budget and council business plan process.

Meet with UK and Scottish Government to discuss changes to social security policy proposed by the Edinburgh Poverty Commission.

- 4.13.3 The Commission findings call for significant changes in UK and Scottish Government social security needed to meet the objective of ending poverty in Edinburgh. Working with city stakeholders, through this action it is proposed that the Council seek dialogue with appropriate UK and Scottish Government ministers on the findings of the Edinburgh Poverty Commission in regard to Social Security Policy and implementation.

Crisis support and food insecurity

- 4.14 The Commission's final and interim reports both note the impact and importance of Council actions to address impacts for vulnerable people and people at risk of poverty as a result of the Covid-19 pandemic. In recognition of likely continued

need for support during 2021, and to address increasing need for support to address food insecurity and wellbeing, the delivery plan includes actions to:

Continue to deliver emergency support for citizens experiencing poverty and hardship during Covid-19 lockdowns.

4.14.1 This includes actions to continue to work with third sector partners involved in ensuring people in poverty have access to food support where it is needed.

Deliver and encourage further take up of the Council's 'Discover' programme, working with families to reduce food anxiety, build skills and address social isolation.

4.14.2 The 'Discover' programme offers families food support, cooking skills and advice, money advice, social trips and experiences, and wellbeing support. 186 families have participated in the programme since December 2019. Post Covid, referrals to the programme have been increasing sharply. This action involves the continuing development of this service and, subject to appropriate budget approvals, consideration of how best to meet demand, and ensure sustainability of the programme throughout 2021, directly mitigating the impact of Covid on families who increasingly find themselves financially vulnerable.

Fair work and employability

4.15 As noted in the Commission's final report, "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." To address this challenge, the delivery plan in Appendix 2 outlines a series of actions relating to the continuation of existing Council commitments to delivery of high impact employability support, to embedding fair work first approaches in Council procurement, and exploring Community Wealth Building approaches as part of the renewal of the Edinburgh Economy Strategy. In addition to these the plan highlights priority actions to:

Establish Edinburgh as a living wage city.

4.15.1 Through this action, Council officers will work with private sector partners, anchor institutions, and Trades Unions, to establish a new partnership group to identify and deliver actions needed to attain Living Wage City Accreditation from the Scottish Living Wage Foundation. In doing so, the group will work towards goal of doubling the number of living wage accredited employers in Edinburgh within three years.

Promote the successful delivery of Edinburgh Guarantee For All programme.

4.15.2 Working in partnership with private sector stakeholders this action will build on the success of the existing Edinburgh Guarantee programme to ensure that all Edinburgh's residents, from all backgrounds, are able to easily access and progress in Fair Work, and to make it easy and rewarding for employers and educators to play their part in helping residents achieve this.

Housing and homelessness

- 4.16 The Commission's final report finds that almost one in three households in poverty in Edinburgh are only in poverty as a result of high housing costs. The Commission further states that "There is no pathway to ending poverty in Edinburgh without resolving the city's housing and homelessness crisis".
- 4.17 In response to this issue, the delivery plan provided in Appendix 2 outlines an ambitious programme of Council actions, mainstreamed through existing plans and policies, to expand supply of social rented and affordable housing, improve housing services, prevent homelessness and rough sleeping, transform temporary accommodation and move away from the use of unsuitable accommodation.
- 4.18 The Commission's call to action, however, is also clear that this issue represents one challenge where the solutions are not entirely within the hands of the Council, or the city itself. In recognition of this, the delivery plan provided here proposes actions to:

Seek discussion with Scottish Government on additional funding requirements to address housing need in Edinburgh.

- 4.18.1 In partnership with city stakeholders, through this action it is proposed that the Council seek discussion with Scottish Government ministers and directors on Edinburgh Poverty Commission findings and the additional funding requirements for housing in Edinburgh the Commission highlights

Planning for delivery

- 4.19 The delivery plan also outlines a number of priority actions to ensure appropriate reporting and monitoring structures are in place. These include

Establish a dedicated Poverty and Prevention team to lead planning, monitoring and reporting of actions in this report.

- 4.19.1 This action involves establishment of a dedicated officer resource, from within existing Strategy and Communications resources, to lead planning, monitoring and reporting of Council actions to end poverty.

Include annual reporting on progress towards delivery of these actions within the Local Child Poverty Action Reports the Council is already required to produce.

- 4.19.2 The 2020/21 Local Child Poverty Action Report is planned for publication in late summer 2021 and will incorporate progress and next steps reporting against all actions outlined in this report.

Prepare an annual statement on the impact Council expects its budget decisions to have on the lives and experiences of people in poverty in Edinburgh.

- 4.19.3 This action proposes that officers work with Edinburgh Partnership colleagues to develop and agree a shared city-wide approach to assessing the impact of city budget decisions on people in poverty. The plan proposes

that this approach is developed for consideration and application during 2022/23 budget processes.

Mainstreaming operational delivery of Edinburgh Poverty Commission calls to action

- 4.20 Alongside these 11 new and priority actions, the plan provided in Appendix 2 includes 44 further actions for delivery and development by mainstreaming within existing or forthcoming core Council plans and strategies. These include the continued development of services to close the attainment gap in Edinburgh schools, to improve digital inclusion, transport accessibility, to commission employability services, and other actions.
- 4.21 It is proposed that the development and implementation of these strategies should make explicit their contribution to Edinburgh Poverty Commission calls for action. Key such strategies include, but are not limited to:
- The Council Business Plan and Budget
 - Edinburgh Economy Strategy
 - City 2030 Sustainability Strategy
 - Council Sustainable Procurement Strategy
 - City Mobility Plan
 - City Plan 2030
 - City Housing Strategy
 - Housing Service Improvement Plan
 - Rapid Rehousing Transition Plan
 - Welfare reform and advice policies and strategies
 - Edinburgh Children's Services Plan
 - Education Improvement Plan
 - Council Digital and Smart Cities Strategy

Monitoring and reporting on progress

- 4.22 Appendix 3 provides an overview of core targets, and potential progress measures to be adopted in monitoring of progress towards delivery of this plan. Detailed assessment of all measures, including gathering of baseline data and short, medium, and long term targets for delivery, is yet to be undertaken. Subject to approval of this delivery plan, it is proposed that a detailed report on targets and measures is considered by the Policy and Sustainability Committee within two meeting cycles.
- 4.23 As noted above, it is proposed that this plan, and progress against its delivery, is reviewed by committee on an annual basis with reporting aligned with preparation and publication of the Council's Local Child Poverty Action Report. As such, it is

proposed that the Policy and Sustainability Committee agree to consider the first such annual report on progress in Autumn 2021.

5. Next Steps

- 5.1 It is proposed that as next steps for this report:
- 5.1.1 Council officers work with Edinburgh Partnership colleagues to prepare a full city-wide partnership response to the final report of the Commission for consideration by Edinburgh Partnership in December 2021
 - 5.1.2 Priority action areas highlighted above are developed as a core part of the new Council Business Plan, with more detailed proposals brought for consideration by Committee in February 2021.
 - 5.1.3 Analysis to assess the costs and benefits to the Council of actions included in this plan is taken forward as part of the Council's annual budget process for consideration by Council in February 2021.
 - 5.1.4 Further development of the progress and monitoring framework outlined in Appendix 3 is carried out, with a further report to be considered by the Policy and Sustainability Committee within two report cycles.
 - 5.1.5 A first full annual report on progress and next steps for delivery of this plan is prepared and aligned to the annual Local Child Poverty Action Report and considered by the Policy and Sustainability Committee in Autumn 2021.

6. Financial impact

- 6.1 The majority of actions included in this plan can be taken forward within existing agreed budgets. Full costs and benefits for areas identified as requiring further investment will be developed and assessed as part of the Council's annual budget process.

7. Stakeholder/Community Impact

- 7.1 Actions in this delivery plan have been developed in response to the work of the Edinburgh Poverty Commission. This work drew on two years of inquiry and engagement with citizens, community groups, and organisations across the city, including over 100 evidence sessions, 4 online calls for evidence, and the gathering of insights from over 1,000 people.
- 7.2 Actions have been designed and developed in response to this evidence with a clear objective to end poverty in Edinburgh.

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](#)
- 8.8 [Policy and Sustainability Committee, October 2020](#)

9. Appendices

Appendix 1 – Edinburgh Poverty Commission Calls to Action

Appendix 2 – End Poverty in Edinburgh, City of Edinburgh Council Delivery Plan 2020-30

Appendix 3 – End Poverty Edinburgh Targets and Measures

Appendix 1: Edinburgh Poverty Commission Calls to Action

Appendix 1 – Edinburgh Poverty Commission Calls to Action by Lead Stakeholder



4

**ACTIONS to
end poverty in
Edinburgh**

The right support in the places we live and work

Call to Action	Lead Stakeholder
1. 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.	City of Edinburgh Council
2. In implementing this model, 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 local assets.	City of Edinburgh Council
3. 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.	City of Edinburgh Council
4. City of Edinburgh Council, Scottish Government, agencies and organisations to 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.	City of Edinburgh Council
5. 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
6. City of Edinburgh Council, and Edinburgh Partnership members to 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.	City of Edinburgh Council

Fair work that provides dignity and security

Call to Action	Lead Stakeholder
7. 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.	City of Edinburgh Council

8. 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.	City of Edinburgh Council
9. 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.	City of Edinburgh Council
10. 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.	Edinburgh Partnership & City of Edinburgh Council
11. 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.	Edinburgh Partnership & City of Edinburgh Council
12. 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	Scottish Government & Edinburgh Partnership
13. 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.	City of Edinburgh Council
14. Scottish Government and city partners need to make sure that recovery plans recognise and effectively support the Social Care and Childcare sectors .	Scottish Government & Edinburgh Partnership

A decent home we can afford to live in	
Call to Action	Lead Stakeholder
15. The Scottish Government and City of Edinburgh Council to 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.	Scottish Government & City of Edinburgh Council
16. 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. 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.	Scottish Government & City of Edinburgh Council
17. City of Edinburgh Council and partners to ensure that future city plans secure a minimum 35% affordable housing contribution from new developments in Edinburgh.	City of Edinburgh Council
18. The UK Government to 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.	UK Government
19. The Scottish Government to extend legal protections against eviction into homelessness for rent arrears 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.	Scottish Government
20. City of Edinburgh Council to 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
21. City of Edinburgh Council to expand and improve early person-centred advice and advocacy services to prevent homelessness	City of Edinburgh Council
22. City of Edinburgh Council, private rented tenants and landlords to come together in a new alliance to build common ground and co-design practical measures to slow down rent growth in Edinburgh.	City of Edinburgh Council

Income Security that offers a real lifeline	
Call to Action	Lead Stakeholder
23. Edinburgh Partnership and City of Edinburgh Council to 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.	Edinburgh Partnership & City of Edinburgh Council
24. The UK Government to commit to keeping the increase in Universal Credit, Working Tax Credit, as well as Local Housing Allowance, from April 2021 and extend this uplift to other legacy benefits.	UK Government
25. 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.	UK Government
26. The Scottish Government to take urgent action to extend Scottish Child Payment 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.	Scottish Government
27. 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.	City of Edinburgh Council
28. The UK and Scottish Governments to commit to implement bold changes to social security system in Scotland, based on a fundamental objective of providing income security sufficient for people in Edinburgh to live free of poverty.	UK Government & Scottish Government
29. Expanding on successful initiatives such as the ‘1in5’ programme in schools, we call on Edinburgh Partnership and City of Edinburgh Council to lead on the roll out of new programmes to ‘poverty proof’ all public services.	Edinburgh Partnership & City of Edinburgh Council
30. 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.	Edinburgh Partnership

Opportunities that drive justice and boost prospects	
Call to Action	Lead Stakeholder
31. City of Edinburgh Council and all state schools to invest in a significant programme to codesign with young people and families living in poverty and 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
32. 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).	City of Edinburgh Council
33. 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	Independent Schools
34. 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.	City of Edinburgh Council
35. Edinburgh's Universities to 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.	Edinburgh Universities
36. City of Edinburgh Council to 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
37. City of Edinburgh Council should ensure early years learning and childcare support provided with flexibility of hours to enable parents and carers to work or learn and care for their families.	City of Edinburgh Council
38. 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.	Edinburgh Partnership

39. 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.	Edinburgh citizens
40. City of Edinburgh Council and Edinburgh Partnership to 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.	Edinburgh Partnership & City of Edinburgh Council

Connections in a city that belongs to us

Call to Action

	Lead Stakeholder
41. In the renewal of Edinburgh's Festivals and tourism economy post Covid, we call on Scottish Government and City of Edinburgh Council to ensure that any public funding is conditional on delivery of actions to promote inclusion and equality in the city.	Scottish Government & City of Edinburgh Council
42. Festival programmes and tourist attractions to support fair work for all employees, and improve affordability and access to activities for people in all parts of the city, including schools.	Festivals Edinburgh
43. City of Edinburgh Council to ensure planning of housing, amenity, employment and services addresses the need for quality spaces, green space, support, activities and opportunities where people live and embeds a 20-minute walking (or 'pram pushing') distance principle at the heart of designing all neighbourhoods in Edinburgh.	City of Edinburgh Council
44. Scottish Government to 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.	Scottish Government
45. Edinburgh Partnership members to 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
46. Edinburgh Partnership members to 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.	Edinburgh Partnership

47. Lothian Buses to 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.	Lothian Buses
48. City of Edinburgh Council to work with city partners including specialist third sector organisations to improve affordability and availability of broadband, and digital equipment, and to promote digital inclusion and skills.	City of Edinburgh Council
49. Edinburgh citizens not to let go of the connections they have made during the Covid outbreak, 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.	Edinburgh citizens

Equality in our Health and Wellbeing

Call to Action

Lead Stakeholder

50. City partners and stakeholders to 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.	Edinburgh Partnership
51. City of Edinburgh Council, EVOC and local organisations to 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.	EVOC & City of Edinburgh Council
52. The Edinburgh Partnership to invest and work with local organisations alongside primary care teams 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 .	Edinburgh Partnership
53. The Edinburgh Partnership and employers to invest in early intervention, first aid and holistic approaches to improve mental health , responding both to the impact of recent trauma and the underlying causes of mental health inequalities.	Edinburgh Partnership
54. NHS Lothian to 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.	NHS Lothian

55. City partners to ensure that Edinburgh’s response to the Scottish Government review of social care (and consideration of a National Care Service) emphasises that investment to support disabled adults, older people and carers is rooted in organisations which are strongly connected to the communities they serve.

Edinburgh Partnership

Appendix 2: End Poverty Edinburgh Delivery Plan, 2020-2030

New and priority actions for delivery

Key new and additional next steps where immediate City of Edinburgh Council action is required to deliver Edinburgh Poverty Commission calls to action.

City of Edinburgh Council commitments for delivery	Key milestones and targets	Lead service	EPC action
Design and implement a new service model for people focused Council services aimed at preventing poverty and its outcomes.	Detailed proposal for approval as part of a new Council Business Plan in February 2021 Costs and benefits analysis to be carried forward through annual Council budget approval processes. April -June 2021 – Commence implementation phase of a 10-year programme to focus Council services on prevention	Chief Executive	Actions 1 -6
Further develop people-centred income maximisation, family and household support services. Work with Edinburgh Partnership to propose and develop a single city-wide approach to commissioning advice services, and aim to extend into all city communities, holistic support to improve financial resilience, health and wellbeing for people who are already in or are at risk of being in poverty.	Costs and benefits analysis to be carried forward through annual Council budget approval processes. April -June 2021 – Commence implementation phase, with an objective to ensure appropriate accessible embedded support is available through schools, GP practices and other settings in all parts of the city within three years.	Chief Executive	Action 23
Increase awareness of poverty and encourage ‘poverty proofing’ of Council services through expansion to all Council services of the successful 1in5 programme currently embedded in schools.	Costs and benefits analysis to be carried forward through annual Council budget approval processes. April -June 2021 – Commence implementation phase, with an objective to develop new training materials and deliver bespoke awareness raising programmes for each directorate in year 1, and a goal to embed poverty training in all Council staff by year 3.	Chief Executive / Communities and Families	Action 32
Deliver the ‘Discover’ programme, working with families to reduce food anxiety, build skills and address social isolation	Costs and benefits analysis to be carried forward through annual Council budget approval processes.	Communities and Families	Action 51

	April -June 2021 – Commence implementation phase, with a commitment to meet demand, and ensure sustainability of the programme throughout 2021.		
Launch and deliver a new Edinburgh Guarantee For All programme, working in partnership with private sector stakeholders, to guarantee an appropriate training, mentoring, or work opportunity for any unemployed resident in Edinburgh	Future costs and benefits analysis to be carried forward through annual Council budget approval processes. Implementation commencing December 2020.	Place	Action 9
Establish Edinburgh as a living wage city	Working with private sector partners, anchor institutions, and Trades Unions, establish in Q1 2021 a new partnership group to identify and deliver actions needed to attain Living Wage City Accreditation from the Scottish Living Wage Foundation. Work towards goal of at least doubling the number of living wage accredited employers in Edinburgh within three years.	Strategy and Comms / Place	Actions 7 & 8
Continue to deliver emergency support for citizens experiencing poverty and hardship during Covid-19 lockdowns	Continue to provide crisis support for people affected by Covid 19, including contact support for vulnerable citizens, welfare checks and grant support for self-isolating citizens. Review and develop by Q1 2021 new approaches to make best use of Scottish Government funding to address financial hardship as a result of Covid-19.	Resources	Action 51
Seek discussion with Scottish Government on additional funding requirements to address housing need in Edinburgh.	In partnership with city stakeholders, seek – by Q1 2021- discussion with Scottish Government ministers and directors on Edinburgh Poverty Commission findings and the additional funding requirements for housing in Edinburgh the Commission highlights.	Chief Executive / Place	Action 16
Seek discussion with UK and Scottish Government on changes to social security policy proposed by the Edinburgh Poverty Commission	Working with city stakeholders, seek dialogue – by Q1 2021 - with appropriate UK and Scottish Government ministers on the findings of the Edinburgh Poverty Commission in regard to Social Security Policy and implementation.	Chief Executive / Resources	Actions 24-26, 28
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.	Policy and Sustainability Committee members to meet with the End Poverty Edinburgh group in early 2021, as a first phase of ongoing engagement across all relevant Council activities.	Strategy and Comms	All actions
Prepare an annual statement on the impact Council expects its budget decisions to have on the lives and experiences of people in poverty in Edinburgh	Work with Edinburgh Partnership to develop and agree a shared city wide approach to assessing the impact of budget decisions on people in	Strategy and Comms / Resources	All actions

	poverty. Develop approach for consideration and application during 2022/23 budget processes.		
Include annual reporting on progress towards delivery of these actions within the Local Child Poverty Action Reports the Council is already required to produce	The 2020/21 Local Child Poverty Action Report is planned for publication in late summer 2021 and will incorporate progress reporting against all actions outlined in this report.	Strategy and Comms / Communities and Families	All actions
Establish a dedicated Poverty and Prevention team to lead planning, monitoring and reporting of actions in this report	Establish by Q1 2021 a dedicated officer resource, from within existing Strategy and Communications resources, to lead planning, monitoring and reporting of actions to end poverty.	Strategy and Comms	All actions

End Poverty Edinburgh Delivery Plan, 2020-2030

Actions for delivery through core Council strategies and plans

Fair work that provides dignity and security

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council	
Action 7	Lead a new collective to make Edinburgh a Living Wage City
Action 8	Develop this collective to act as ambassadors for fair work in the city, exemplifying all the principles set out by the Fair Work Convention.
Action 9	Launch a new Edinburgh Guarantee ensuring that anyone out of work in the city can access the support they need to progress
Action 10	Embed 'Fair Work First' principles in all public sector commissioning in Edinburgh
Action 11	Ensure 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
Action 13	Learn from the best examples of local authorities adopting Community Wealth Building approaches at the heart of their economic recovery plans.

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City of Edinburgh Council commitments for delivery	Target date	Lead service	EPC action
"Fair Work that provides dignity and security"			
Maintain City of Edinburgh Council Accreditation as a Living Wage Employer	Annual 2020-2030	Resources	Action 7 & 8
Working with private sector partners, anchor institutions, and Trades Unions, establish in early 2021 a new partnership group to identify and deliver actions needed to attain Living Wage City Accreditation from the Scottish Living Wage Foundation.	Q1 2021	Place/Strategy & Comms	Action 7 & 8
Launch and deliver a new Edinburgh Guarantee For All programme, working in partnership with private sector and third sector stakeholders, to ensure that all Edinburgh's residents, from all backgrounds, are able to easily access and progress in Fair Work, and make it easy and rewarding for employers and educators to play their part in helping residents achieve this objective.	Q4 2020	Place	Action 9
Deliver the 'No One Left Behind Edinburgh's Employer Recruitment Incentive' (EERI), helping people of all ages with the greatest barriers to employment get jobs and stay in jobs.	Ongoing	Place	Action 9

City of Edinburgh Council commitments for delivery	Target date	Lead service	EPC action
“Fair Work that provides dignity and security”			
Develop and commission a new Blended Employability Service, providing improved access to flexible employability support across the city	Q1 2021	Place	Action 9
Deliver the Council Sustainable Procurement Strategy, and actions to increase living wage accredited suppliers	2020-25	Resources	Action 10
Deliver the Council Sustainable Procurement Strategy, and actions to increase, and improve monitoring and delivery of, community benefits offered by suppliers – aiming to achieve the target of 1 FTE job with training for a person from a targeted group (where appropriate) for every £1m of procurement spending by 2025	2020-25	Resources/ Place	Action 11
Review best practice and embed appropriate Community Wealth Building approaches into a revised Edinburgh Economy Strategy developed to drive Council actions for a sustainable economic recovery.	Q1 2021	Place	Action 12

Key measures (existing measures in use)
Number of Living Wage Accredited employers in Edinburgh
Number of people supported by City of Edinburgh Council funded employability programmes
Number of positive job outcomes achieved by people supported by employability programmes
% of Council suppliers who pay the Living Wage
Volume and/or value of community benefits secured through Council contracts

A decent home we can afford to live in

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council	
Action 15	Ensure all citizens have a decent home as a human right, and take 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
Action 16	Meet with Scottish Government and city partners to ensure that the next Scottish Government Housing Investment Plan is sufficient to address Edinburgh's housing crisis.
Action 17	Ensure that future city plans secure a minimum 35% affordable housing contribution from new developments in Edinburgh
Action 20	Make 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
Action 21	Expand and improve early person-centred advice and advocacy services to prevent homelessness
Action 22	Create a new alliance of city stakeholders, private rented tenants and landlords to build common ground and co-design practical measures to slow down rent growth in Edinburgh

City of Edinburgh Council commitments for delivery	Target date	Lead service	EPC action
"A decent home we can afford to live in"			
In partnership with city stakeholders, write to and seek a roundtable with Scottish Government ministers and directors for discussion of Edinburgh Poverty Commission findings and the additional funding requirements for housing in Edinburgh the Commission highlights	Q1 2012	Place	Action 16
Deliver Edinburgh's Rapid Rehousing Transition Plan, including actions to Prevent Homelessness, Transform temporary accommodation and move away from the use of unsuitable accommodation, support people to access settled accommodation as soon as possible, and reduce the number of people rough sleeping in the city.	Q1 2022	Safer and Stronger	Action 15 & 21
Deliver City Plan 2030 outlining new minimum affordable housing contributions for new developments in Edinburgh	Q4 2022	Place	Action 17
Deliver this Council's commitment to build 20,000 social and affordable homes by 2028	2028	Place	Action 16
Deliver the annual Housing Revenue Account Budget Strategy, investing in improving existing Council homes and neighbourhoods - including delivering energy efficient, low carbon homes, development of new and existing homes blended together to create a local identity and a sense of pride in communities, and well-designed, green, open spaces that encourage residents to be active and socialise.	Q1 2022	Place	Action 15 & 16

City of Edinburgh Council commitments for delivery “A decent home we can afford to live in”	Target date	Lead service	EPC action
Continue to deliver the Housing Service Improvement Plan, ensuring that the frontline housing service is visible, responsive and effective	Q1 2022	Place	Action 15 & 16
Following Scottish Government legislation expected to come into force from April 2021, develop, consult and agree upon local implementation of the new licensing and planning controls for regulation of short term letting in Edinburgh	Q2 2021	Place	Action 20
Seek discussions with private rented tenants, landlords & Scottish Government to address concerns rising private sector rents	Q1 2022	Place	Action 22

Key measures (existing measures in use)

Number of homeless assessments
Average Homeless Case Length
Number of rough sleepers
No of households in temporary accommodation
Number of households in B&B
Approvals of new affordable homes for the year
Completions of new affordable homes
Council tenant satisfaction rates

Income security that offers a real lifeline

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council	
Action 23	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
Action 27	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.
Action 29	Expanding on successful initiatives such as the ‘1in5’ programme in schools, take a lead on the roll out of new programmes to ‘poverty proof’ all Council services and improve understanding and awareness of poverty among all Council staff groups.

City of Edinburgh Council commitments for delivery	Target date	Lead service	EPC action
“Income security that offers a real lifeline”			
Deliver priority proposal to deliver embedded income and family support services to a wider range of community settings across Edinburgh	Q1 2022	Chief Executive	Action 23
Continue to deliver high quality money, debt and welfare advice through the Council’s Advice Shop service	Q1 2022	Safer & Stronger	Action 23
Continue to deliver actions to administer Scottish Welfare Fund crisis and community grants	Q2 2022	Resources	Action 27
Deliver a programme of appropriate targeted outreach and promotion of Scottish Welfare Fund and other Council administered benefits and support schemes	Q2 2022	Resources	Action 27
Deliver priority proposals to expand the 1in5 programme to all Council staff, redesign of materials to meet the needs of varying staff groups, with an objective to establish appropriate awareness raising sessions for all directorates in year 1.	Q1 2022	Chief Executive	Action 29
Working with city stakeholders, seek dialogue with appropriate UK and Scottish Government ministers on the findings of the Edinburgh Poverty Commission in regard to Social Security Policy and implementation.	Q1 2021	Chief Executive	Actions 24-26, 28

Key measures (existing measures in use)
Number of people supported by advice and information services
Value of income generated by citizens supported by advice and information services
Volume and value of Scottish Welfare Fund, DHP, Free School Meal, CTRS and other payments made to citizens

Opportunities that drive justice and boost prospects

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council	
Action 31	Codesign with young people actions to close the attainment gap
Action 32	Expand the 1in5 programme to increase awareness of poverty in all staff
Action 33	Work with Private schools in Edinburgh to improve overcome inequality across the city
Action 34	Develop genuinely mixed school catchment areas
Action 36	Adopt diagnostic approaches in all schools to use live data on attendance, behaviour and, crucially, engagement to track pupil progress
Action 37	Ensure early years learning and childcare support provided with flexibility of hours to enable parents and carers to work or learn and care for their families

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City of Edinburgh Council commitments for delivery “Opportunities that drive justice and boost prospects”	Target date	Lead service	EPC action
Continue the delivery and development of core existing plans and strategies aiming to ensure pupils thrive at school and close the attainment gap, including – Edinburgh Childrens’ Services Plan, Education Improvement Plan 2020-23 and the Edinburgh Learns Equity Framework	2020-23	Communities and Families	All actions
Develop and deliver the Learning 4 Life Programme, as part of the Council Adaptation and Renewal Plan, aiming to create a world class learning city where everyone’s skills, knowledge, creativity and relationships with people and places are equally valued. To create an environment of collaboration that inspires connections, improves wellbeing and reduces poverty	Q1 2021	Communities and Families	All actions
In doing so, develop actions to: <ul style="list-style-type: none"> provide inclusive, equitable, valuable learning opportunities for everyone. use a place based approach to build collaborative and sustainable learning communities and networks. co-create the environments where learners can lead and shape their own learning 	Q1 2021	Communities and Families	All actions
Work with school communities in target areas (beginning with core projects in Granton and Westerhailes), and their partners to define curriculum rationales which will then lead to clear, equitable pathways into further education and the world of work.	Q1 2022	Communities and Families	Action 31

City of Edinburgh Council commitments for delivery “Opportunities that drive justice and boost prospects”	Target date	Lead service	EPC action
Expand and develop the 1in5 programme as a regular, mandatory training action for all school staff, aiming to improve and reinforce understanding of poverty and inequality across all schools.	Q1 2022	Communities and Families	Action 32
Develop and deliver training to pastoral staff in all schools as part of the 1 in 5 programme, responding to the evidence of high levels of school absence as well as anxiety and depression among children in temporary accommodation.	Q1 2022	Communities and Families	Action 32
Develop Professional Learning with a focus on Leadership for Equity to build expertise, practices and skills in leading improvements aimed at achieving equity	Q1 2022	Communities and Families	Action 32
Host a roundtable with Edinburgh Independent Schools to explore and agree new partnership actions to overcome inequality and improve inclusion across Edinburgh	Q1 2021	Communities and Families	Action 33
Explore opportunities to review individual school catchment areas as part of school development and building programmes	2020-30	Communities and Families	Action 34
Deliver across all schools, a new online tracking system that highlights poverty related attainment gaps, allowing schools to respond to these with targeted support and to develop targets for improvement	Q1 2022	Communities and Families	Action 36
Deliver Early Years Expansion to 1140 funded hours and ensure early years provision is flexible enough to meet the needs of families	Q1 2022	Communities and Families	Action 37
Target PEF on actions to allow schools to continue to address poverty-related barriers, including inequity of digital access and reducing the cost of the school day.	Q1 2022	Communities and Families	All actions
Develop and implement a plan to reduce the poverty related attainment gap in literacy and numeracy including recruiting Closing the Gap teachers	Q1 2022	Communities and Families	All actions

Key measures (existing measures in use)

% of Primary 1 pupils living in the most deprived areas achieving expected literacy level

Attainment gap for literacy and numeracy between pupils from the most and least deprived areas of Edinburgh

% of pupils from deprived areas who achieve 5+ awards at SCQF level 5 or above

Attainment gap between pupils from the most and least deprived areas achieving 5+ awards at SCQF level 5 or above

% of Early Years settings providing 1140 hours of funded Early Learning and Childcare

% of eligible 2 year olds accessing 1140 hours

% of Early Years settings providing more than one option of early learning and childcare for parents

Connections in a city that belongs to us

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council	
Action 41	Ensure that any public funding for Edinburgh’s Festivals and tourism economy post Covid is conditional on delivery of actions to promote inclusion and equality in the city.
Action 43	Embed a 20-minute walking (or ‘pram pushing’) distance principle at the heart of designing all neighbourhoods in Edinburgh.
Action 48	Work with city partners including specialist third sector organisations to improve affordability and availability of broadband, and digital equipment, and to promote digital inclusion and skills.

City of Edinburgh Council commitments for delivery	Target date	Lead service	EPC action
“Connections in a city that belongs to us”			
Deliver a new Edinburgh Economy Strategy developed to guide Council actions to support a sustainable economic recovery for the city post Covid, including the renewal of Edinburgh’s cultural sector	Q1 2022	Place	Action 41
Develop plans to design and embed a 20-minute neighbourhood approach to new developments, and planning of services in Edinburgh	Q1 2022	Place	Action 43
Deliver a City Mobility Plan, with actions to reduce the day to day cost of travel for families in Edinburgh	Q1 2021	Place	Actions 43-47
Deliver the Council Digital and Smart City Strategy, including actions to improve digital inclusion and provide support for citizens to gain digital skills and the confidence to use them, including:	2020-23	Resources	Action 48
<ul style="list-style-type: none"> ensuring connectivity is available in community spaces including libraries, schools and early years settings 			
<ul style="list-style-type: none"> ensuring citizens can access resources within our libraries 			
<ul style="list-style-type: none"> ensuring citizens can access learning opportunities to further their digital skills 			
<ul style="list-style-type: none"> ensuring that digital literacies are embedded into all aspects of the curriculum 			
<ul style="list-style-type: none"> fostering positive relationships between families and early years settings/schools allowing for support opportunities to be identified 			
<ul style="list-style-type: none"> providing equity of access to digital resources for all learners in schools 			
<ul style="list-style-type: none"> ensuring low cost affordable broadband is available for Council tenants 			
<ul style="list-style-type: none"> working with third sector partners to promote access to affordable digital equipment, and 			
<ul style="list-style-type: none"> ensuring that citizens on low incomes are involved in the design and development of digital services that matter to them 			

Key measures (existing measures in use)

To be confirmed

Equality in our Health and Wellbeing

Edinburgh Poverty Commission Calls to Action for City of Edinburgh Council

Action 51 Work with EVOC and local organisations to 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.

City of Edinburgh Council commitments for delivery “Equality in our Health and Wellbeing”	Target date	Lead service	EPC action
Continue the Council’s response to the impacts of the Covid outbreak, including management of key frontline service delivery in line with government and public health guidance.	Q1 2022	Chief Executive	Action 51
Continue to provide crisis support for people affected by Covid 19, including contact support for vulnerable citizens, welfare checks and grant support for self-isolating citizens	Q1 2022	Resources	Action 51
Review and develop approaches to make best use of Scottish Government funding to address financial hardship as a result of Covid-19	Q1 2022	Resources	Action 51
Develop and continue partnership working with EVOC and 3rd Sector to ensure a co-ordinated approach to contact and delivery of support activities and to assess long term service delivery options to address food insecurity.	Q1 2022	Resources	Action 51
Deliver priority proposal to invest in the expansion of the ‘Discover’ programme, working with families to reduce food anxiety, build skills and address social isolation.	Q1 2022	Communities and Families	Action 51

Key measures (existing measures in use)

To be confirmed

Appendix 3 – End Poverty Edinburgh Targets and measures

Introduction

This report sets out a process for monitoring and review progress towards delivery of the Council’s End Poverty Edinburgh delivery plan, built around an annual reporting cycle aligned to the production of the Council’s Local Child Poverty Action report from 2021 onwards.

In doing so, annual reports on progress will assess:

- City wide progress measures, including changes in key target measures set out by the Edinburgh Poverty Commission in its final report, and
- Council progress measures, including delivery of milestones, and progress against key outcome and output targets and measures identified for each of the action areas defined in this report.

City wide progress measures

In assessing annual progress of the city towards the aim of ending poverty in Edinburgh, the annual review process will adopt all four of the core targets set out by the Edinburgh Poverty Commission.

In developing these targets the Commission’s final report provides a clear definition of what ending poverty means in the context of this report. It states that

“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.”

In line with this definition, and the four targets set by the Commission, the actions set out in this Council delivery plan aim to make a substantial contribution towards Edinburgh becoming, by 2030, a city in which:

- **Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time**
 - Data for this indicator can be drawn from annual reports published by the End Child Poverty Coalition, and modelled from annual data published by the Scottish Government.

The Data and Evidence paper published by the Edinburgh Poverty Commission provides a proposed methodology and sources for these measures.

- According to Commission analysis to meet this target the city needs to remove 20,900 people from poverty, or 2,100 per annum over ten years.
- **No one has to go without the basic essentials they need to eat, keep clean and safe, and stay warm and dry**
 - The Data and Evidence paper published by the Edinburgh Poverty Commission provides a proposed methodology and sources for these measures.
 - According to Commission analysis to meet this target the city needs aim to remove 7,000-9,000 people in Edinburgh out of destitution, or 580-750 people per annum over ten years.
- **No-one lives in persistent poverty**
 - The Data and Evidence paper published by the Edinburgh Poverty Commission provides a proposed methodology and sources for these measures.
 - According to Commission analysis to meet this target the city needs aim to remove 9,970 from persistent poverty, or some 1,000 people per annum over ten years.
- **No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income or their wealth**
 - As the Data and Evidence paper published by the Commission notes, establishing baselines and quantified metrics for this indicator is particularly challenging. No data sources for the UK or Scotland are available which estimate the number of people who feel 'stigma' due to their income or wealth. The closest available proxies this analysis has found have focused on the number of people who feel stigma associated with claiming benefits . While useful as contextual analysis, it is not felt that these sources provide a strong enough basis for a metric against this target. As such it is proposed that officers work with Edinburgh Partnership colleagues to develop an approach for long term monitoring of this target.

Council progress measures

As noted in the main body of this report, detailed assessment of all appropriate progress measures against each of the Council actions included in this delivery plan - including gathering of baseline data and short, medium, and long-term targets for delivery - is yet to be undertaken. Subject to approval of this delivery plan, it is proposed that a detailed report on targets and measures is considered by the Policy and Sustainability Committee within two meeting cycles.

Notwithstanding this work still underway, Appendix 2 provides an overview of indicative measures to be included in a future comprehensive progress monitoring framework. Drawn from existing Council performance reports, these indicators include:

Key measures (existing measures in use)

Number of Living Wage Accredited employers in Edinburgh
Number of people supported by City of Edinburgh Council funded employability programmes
Number of positive job outcomes achieved by people supported by employability programmes
% of Council suppliers who pay the Living Wage
Volume and/or value of community benefits secured through Council contracts
Number of homeless assessments
Average Homeless Case Length
Number of rough sleepers
No of households in temporary accommodation
Number of households in B&B
Approvals of new affordable homes for the year
Completions of new affordable homes
Council tenant satisfaction rates
Number of people supported by advice and information services
Value of income generated by citizens supported by advice and information services
Volume and value of Scottish Welfare Fund, DHP, Free School Meal, CTRS and other payments made to citizens
% of Primary 1 pupils living in the most deprived areas achieving expected literacy level
Attainment gap for literacy and numeracy between pupils from the most and least deprived areas of Edinburgh
% of pupils from deprived areas who achieve 5+ awards at SCQF level 5 or above
Attainment gap between pupils from the most and least deprived areas achieving 5+ awards at SCQF level 5 or above
% of Early Years settings providing 1140 hours of funded Early Learning and Childcare
% of eligible 2 year olds accessing 1140 hours
% of Early Years settings providing more than one option of early learning and childcare for parents

Policy and Sustainability Committee

10.00am, Tuesday 1 December 2020

Best Value Assurance Audit

Executive/routine Wards Council Commitments	Executive
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1. Recommendations

The Committee is recommended to:

- 1.1 Note the findings of the Best Value Assurance Audit Report;
- 1.2 Note the Accounts Commission's Findings, attached at appendix one.
- 1.3 Note that the improvement actions arising from the report will be addressed in the refresh Council's Business Plan; and,
- 1.4 Refer this report to the Governance, Risk and Best Value Committee and Council for further scrutiny and information.

Andrew Kerr

Chief Executive

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Best Value Assurance Audit

2. Executive Summary

- 2.1 This report details the findings of the City of Edinburgh Council's Best Value Assurance Audit and sets out the approach to fully review and respond with a joined up, comprehensive approach to the findings.

3. Background

- 3.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003.
- 3.2 The Council's first Best Value Audit report was published in February 2007, followed by a second in May 2013. Two further progress reports were requested by the Accounts Commission in 2014 and 2016.
- 3.3 In October 2016, Audit Scotland implemented a new approach to auditing Best Value in Scottish councils. The audit of Best Value became a continuous process that forms part of the annual audit process of every council. Findings are reported each year through the Annual Audit Report. In addition, the Controller of Audit presents a Best Value Assurance Report to the Accounts Commission at least once during a five-year cycle. This is the first assurance report on The City of Edinburgh Council in this cycle.
- 3.4 The audit work was carried out by a team from Audit Scotland and Azets (formally Scott Moncrieff), as Edinburgh's external auditor. The audit team conducted initial work to identify risks and council initiatives to build into the scope of the audit. This included a review of previous audit and inspection reports and intelligence, review of key council documents and initial meetings with senior officers.
- 3.5 In advance of the audit, officers also carried out a detailed self-assessment exercise that was shared with the audit team.
- 3.6 The Best Value Assurance Report was considered by the Accounts Commission on 12 November 2020. The Accounts Commission accepted the Controller of Audit's report and endorsed his recommendations. The final report was published by the Accounts Commission on 26th November 2020.

4. Main report

- 4.1 The detailed audit work was largely undertaken in February and March 2020 and therefore pre-dates the Covid-19 global pandemic. Where appropriate, the findings have subsequently been updated to reflect the impact of the pandemic and the council's response to it.
- 4.2 The audit work included: interviews with elected members and senior officers; observing council and committee meetings; reviewing documents and analysing data, including Local Government Benchmarking Framework (LGBF) data; interviewing a sample of the council's partners such as Police Scotland, third sector and community representatives, and the business community; and, holding a focus group with members of staff.
- 4.3 The areas of audit focus were:
- **The council's vision and strategic direction.** This included assessing how well the leadership of the council work together to deliver its priorities. They also assessed standards of conduct and behaviour of members and officers and understandings of role and responsibilities. (Findings are presented in Part 1).
 - **Performance and outcomes, including public performance reporting.** This included an overall assessment of outcomes and performance management and the council's reporting on these, including to the public. (Findings are presented in Part 2).
 - **Effective use of resources.** The audit assessed how effectively the council plans its use of resources, including digital and information management, financial planning and workforce planning. (Findings are presented in Part 3).
 - **Partnership working and community engagement.** The audit assessed how the council collaborates with partners to develop and deliver services and drive economic and cultural improvements. They also considered how community engagement and empowerment affect the council's activities and delivery of services. (Findings are presented in Part 4).
 - **Continuous Improvement.** The audit team reviewed the council's self-assessment and continuous improvement arrangements, such as developing new and more effective ways in which to provide local services. They also assessed the overall pace and depth of change. (Findings are presented in Part 5).
- 4.4 The report highlights a number of key achievements and areas for the Council to improve since the 2016 Best Value Audit and reflects on this as mixed progress.
- 4.5 The key achievements include:
- 4.5.1 The Council's ambitious plans for the City. Specifically, referencing the Council's Sustainability Programme, approach to tackling poverty, major housing and community regeneration projects in Fountainbridge, Meadowbank and at Granton Waterfront; retail, hospitality and cultural

developments, such as the St James Quarter; and extending the tram network;

4.5.2 The Council's long track record of maintaining revenue expenditure within budget;

4.5.3 Aspects of leadership and service performance. Specifically, referencing improved performance across many of KPIs – schools and education, waste and cleansing and time taken to process benefit and grant claims;

4.5.4 Improvements in asset management, procurement and risk management.

4.6 The report also notes areas where further progress is required:

4.6.1 To align strategic priorities;

4.6.2 The implementation of effective community planning governance arrangements, the pace of change within the CPP and community empowerment;

4.6.3 The Council's approach to self-assessment, continuous improvement and public performance reporting; and,

4.6.4 Long-term financial planning and workforce planning.

Accounts Commission Findings

4.7 The Accounts Commission accepted the Controller of Audit's report and endorsed his recommendations. The Commission's findings are attached at Appendix 1.

Response to the Audit

4.8 A key recommendation set out within the Best Value report is the need for the Council to align its strategic priorities within the framework of long-term financial planning. At officer level, the Adaption and Renewal programme continues to oversee and coordinate how the Council changes to address longer-term ambitions and challenges around poverty, sustainability and wellbeing; continues to provide the services city residents depend on, particularly those in most need; and how we respond to budget challenges. Plans for the future of this work will be set out in a new three-year Council Business Plan and People Strategy/Workforce Plan in February 2021. This work will align with the development of a refreshed 3-year revenue budget framework and 10-year capital budget strategy.

4.9 To ensure a comprehensive and holistic approach, areas for improvement highlighted in the report will be advanced as part of the development of the Council Business Plan and specific and measurable improvement actions reported through a new performance management framework which will be developed following the agreement of the Plan.

Process

4.10 The Policy and Sustainability Committee (1 December) and Governance, Risk and Best Value Committee (8 December) meetings provide elected members with the opportunity to receive the report and question officers, as well as providing feedback on areas for improvement that members want prioritised and progressed.

This will feed into the development of the refresh Council Business Plan and shape the approach to address the findings from the audit.

- 4.11 Legislation requires that the Best Value Assurance Audit report is received and considered by Council (10 December).
- 4.12 February 2021 – The new Council Business Plan including the response to the Best Value Assurance Audit recommendations for improvement will be presented to elected members through the Policy and Sustainability Committee and Council.

5. Next Steps

- 5.1 As noted above, the report will also be considered by the Governance, Risk and Best Value Committee for further scrutiny. Legislation requires the report is then considered by Council.
- 5.2 Officers will consider the detailed findings from the report and take into account the feedback from elected members to develop a comprehensive improvement plan which is integrated as part of the refreshed Council Business Plan.

6. Financial impact

- 6.1 There is no direct financial impact resulting from the Best Value Assurance Audit. All improvement actions will be developed and costed through the development of the Council Business Plan and support revenue and capital budget setting process.

7. Stakeholder/Community Impact

- 7.1 Key stakeholders have been consulted and interviewed during the Best Value Assurance Audit including: Elected Members; Council Leadership Team; and Managers and Staff. Wider Community Engagement will take place as part of the development of the Business Plan.

8. Background reading/external references

- 8.1 [The Best Value Audit Report 2016](#)
- 8.2 [The Best Value Audit Report 2014](#)

9. Appendices

- 9.1 Appendix 1 – The City of Edinburgh Council: Accounts Commission's Findings
- 9.2 Appendix 2 – The City of Edinburgh Council Best Value Assurance Audit Report

Appendix 1: The City of Edinburgh Council: Accounts Commission's Findings

ACCOUNTS COMMISSION

AUDITING BEST VALUE: CITY OF EDINBURGH COUNCIL

NOVEMBER 2020

FINDINGS

The Commission accepts the Controller of Audit's report on Best Value in the City of Edinburgh Council and we endorse his recommendations.

The City of Edinburgh Council is an ambitious council that needs to do more to maximise its potential. More momentum is needed to demonstrate and embed a culture of continuous improvement. It has made mixed progress since our 2016 Best Value report although we are pleased that services continue to perform relatively well. We commend the Council in the leadership it has shown in making strategic decisions, but we encourage all elected members to consider together how they can better address their shared Best Value responsibilities.

The Council needs to better articulate and deliver its ambition. We underline the Controller's recommendations to provide clearer priorities and direction (notably through its Adaptation and Renewal Programme) and to ensure better reporting of performance against objectives (particularly to elected members and the public).

Much of the work for this audit was undertaken before the Covid-19 pandemic. While the Commission is of the firm view that the principles of sound financial management, good governance, public accountability and transparency remain vital for councils, the report does not consider the additional and sizeable pressure that Covid-19 has placed on the Council, especially on its finances. We are of the strong view, therefore, that while the Council has had a good record in managing its finances, it needs a longer-term financial plan to show how it will address such future pressures. This also needs to be supported with more effective workforce planning, an area where the Council's progress since our previous report has not been satisfactory.

The Commission is concerned about the exacerbating effect of Covid-19 on inequalities experienced by some communities. In Edinburgh's case – a prosperous city with a relatively strong economy - we commend the Council in its commitment to reducing inequalities, most recently seen in the work of the Edinburgh Poverty Commission. We encourage the Council to continue its leadership in this area and progress its commitments.

In doing so, we urge the Council to build upon some good practice with its partners in engaging with communities by better reflecting in its approach how it will empower communities in improving community outcomes and public services.

We encourage the Council to address and, to demonstrate momentum, to report progress against these findings and the Controller of Audit's recommendations at an early stage. We will maintain our interest to this end with the Controller monitoring and reporting progress through the annual audit.

The City of Edinburgh Council

Best Value Assurance Report

ACCOUNTS COMMISSION 

Prepared for the Accounts Commission by the Controller of Audit

November 2020

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

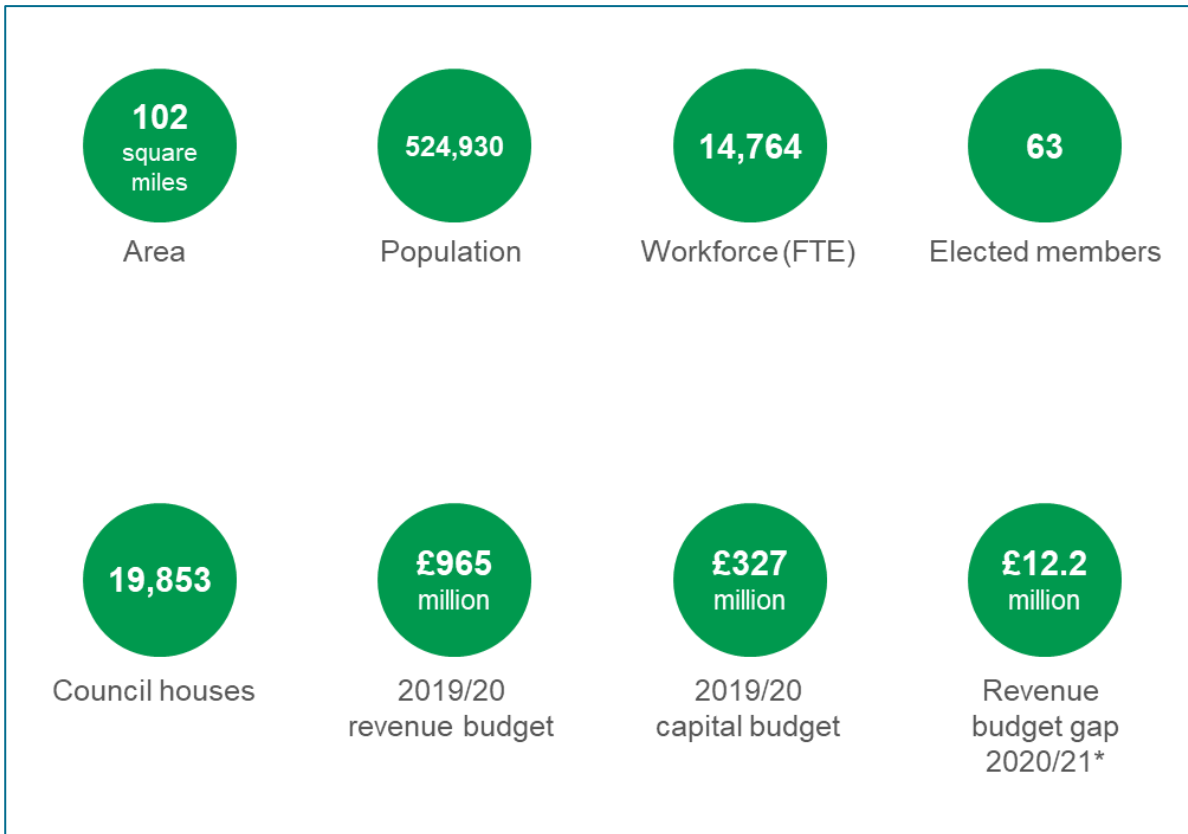
You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Key facts



* The council's revenue budget gap was correct as at 24 September 2020.

Audit approach

1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Findings are reported each year through the Annual Audit Report. In addition, the Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council. This is the first assurance report on The City of Edinburgh Council. We have set out the dates of previous Best Value reports in the Appendix (Best Value audit timeline).
2. This report seeks to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a particular focus on the Commission's Strategic Audit Priorities. We are looking for councils to demonstrate Best Value by showing continuous improvement in how they deliver services. The pace and depth of this improvement is key to how well councils meet their priorities in the future.
3. Our audit approach is proportionate and risk based and so is reflective of the context, risks and performance of the individual council. It also draws on the intelligence from audit and scrutiny work carried out in previous years. In keeping with this approach, we conducted some initial work to identify risks and council initiatives to build into the scope of our audit. This included a review of previous audit and inspection reports and intelligence, review of key council documents, initial meetings with senior officers and reflection on our wider public sector knowledge and experience. Key areas of focus for our audit included [\(Exhibit 1\)](#):

Exhibit 1

Key areas of focus for our audit



The council's vision and strategic direction

This included assessing how well the leaders of the council work together to deliver its priorities. We also assessed standards of conduct and behaviour of members and officers and their understanding of their role and responsibilities. Our findings are in Part 1.



Performance and outcomes, including public performance reporting

This included an overall assessment of outcomes and performance management and the council's reporting on these, including to the public. Our findings on this are in Part 2.



Effective use of resources

We assessed how effectively the council plans its use of resources, including digital and information management, financial planning and workforce planning. Our findings on this are in Part 3.



Partnership working and community engagement

We assessed how the council collaborates with partners to develop and deliver services and drive economic and cultural improvements. We also considered how community engagement and empowerment affect the council's activities and delivery of services. Our findings on this are in Part 4.



Continuous Improvement

We reviewed the council's self-assessment and continuous improvement arrangements, such as developing new and more effective ways in which to provide local services. We also assessed the overall pace and depth of change. Our findings on this are in Part 5.

Source: Audit Scotland

4. The detailed audit work for this report was largely undertaken in February and March 2020 and therefore pre-dates the Covid-19 global pandemic. Where appropriate, our findings have subsequently been updated to reflect the impact of the pandemic and the council's response to it. Our audit work included:
 - interviews with elected members and senior officers
 - observing council and committee meetings
 - reviewing documents and analysing data, including Local Government Benchmarking Framework (LGBF) data
 - interviewing a sample of the council's partners such as Police Scotland, third sector and community representatives, and the business community
 - holding a focus group with members of staff.
5. The council's auditors will continue to audit Best Value over the course of the audit appointment. This will include a follow-up on the findings from this report as well as more detailed audit work on other Best Value characteristics as appropriate.
6. We gratefully acknowledge the cooperation and assistance provided to the audit team by all elected members and officers contacted during the audit.

Key messages

- 1.** The City of Edinburgh Council has made mixed progress since its 2016 Best Value report. While it has maintained and improved aspects of leadership and service performance, its pace of change in community planning and empowerment, continuous improvement and public reporting has been slow. The council's new workforce plan is not as detailed as its 2016 plan.
- 2.** The council has ambitious plans for the city and its surrounding areas. These are not set out in an overarching strategic plan and the council acknowledges that it needs to articulate more clearly its priorities. It intends to use the newly developed 2050 City Vision and the council's Adaptation and Renewal Programme to provide clearer direction.
- 3.** The council's political composition – a minority coalition – makes business and decision-making challenging and is particularly resource-intensive for officers. Despite these challenges, there are examples of cross-party working. The council has also shown good leadership through its projects to address poverty and sustainability and by making difficult decisions, such as approving plans for Phase 2 of the tram network. The council's senior management team has also driven improvements in asset management, procurement, and risk management.
- 4.** The council has a long track record of maintaining revenue expenditure within budget. Over the last five years, the council has made annual savings of between £35 million and £75 million. But it has had to rely on unplanned savings and, in 2019/20 and 2020/21, on reserves to meet funding gaps. This is not sustainable, particularly as it manages the effects of Covid-19. While the council agreed a three-year revenue budget and a ten-year capital budget strategy in early 2020, it does not have a longer-term financial plan to address its significant revenue budget challenges.
- 5.** Over the last five years, the council has improved its performance across many of its KPIs. It performs in the top half of councils for around half of the national benchmarking indicators and it performs well relative to other big cities in Scotland. The council has recently improved its performance reporting to elected members, but its public performance reporting information is limited.
- 6.** In 2017, the council reported that its Transformation Programme was on track to deliver most of its planned £70.5 million recurring annual savings. It did not produce a final report to confirm whether it achieved this target. Progress reports to elected members on its

Change Portfolio – which includes transformation projects – do not set out details of the savings expected or achieved.

- 7. While there are examples of the council working well with its partners, the Community Planning Partnership has made slow progress. The council consults extensively with residents and stakeholders, mainly using traditional surveys. There are examples of innovative and participative community engagement, but community empowerment is not yet embedded in the council's culture.**
- 8. There are examples of the council using self-assessment, performance information and feedback to identify improvements. But the council does not have a structured approach to continuous improvement and corporate self-assessments could more clearly highlight areas for improvement.**
- 9. The council's Adaptation and Renewal Programme, developed in response to Covid-19, provides the opportunity to deliver broader change.**

Part 1

Does the council have clear strategic direction?



The council has ambitious plans for the future of Edinburgh, but its priorities are not clearly articulated in an overarching, strategic plan.

The council's political composition is challenging; relationships between members are strained, decision making can be difficult, and it is resource intensive for officers. Despite these challenges, the council has shown good leadership by making some difficult decisions. The council is refreshing its member/officer protocol to help clarify roles and responsibilities.

The local context

7. The City of Edinburgh Council covers a predominantly urban area of around 102 square miles and a population of just under 525,000. It is the second largest council in Scotland by population and is the tenth largest by area. Between 2000 and 2009, Edinburgh's population grew by 3.6 per cent, which was about the Scottish average. Since 2010, Edinburgh has had the second fastest growing population in Scotland, mainly due to overseas migration. Over this period, the number of people living in the city has grown by 11.7 per cent, compared with a Scottish average of 3.8 per cent. Between 2018 and 2043, Edinburgh's population is forecast to grow by a further 13.1 per cent, to just over 586,000. Its over 75 population is expected to rise by 74.9 per cent, placing additional pressure on health and social care services.
8. As the capital city, Edinburgh has strengths and challenges not faced by other Scottish councils. Edinburgh is a prosperous city: it has one of the strongest, most diverse economies in the UK, with high average incomes and high productivity levels. Prior to the Covid-19 pandemic, Edinburgh had the lowest rate of unemployment and the highest proportion of workers in highly skilled jobs, compared to other major UK cities (excluding London).
9. Edinburgh has a growing business base, with around 20,000 businesses, and is one of the biggest financial centres in the UK, outside London. It is also home to many public bodies, including the Scottish Parliament and the Scottish Government, and to five universities, with over 62,000 students. It hosts several international festivals and is the second most visited city in the UK. Over two million foreign tourists visit every year, supporting over 30,000 jobs and worth over £1.6 billion to the Scottish economy.
10. Not all residents have benefited from the city's success and there are pockets of severe deprivation in the city: nearly one in four of Edinburgh's children live in poverty, which is similar to the national average, and this increases to just over one in three in the most deprived areas. Although the city boasts the highest average incomes in Scotland, 16 per cent of workers earn less than the Real Living Wage and 46,000 residents are income deprived. In addition, high childcare costs have contributed to gender inequalities in the city's workforce, with median pay rates for women 13 per cent lower than for men. Furthermore,

the popularity of the city has made Edinburgh the least affordable place in Scotland to buy a home. Around 25 per cent of households live in private rented accommodation, the highest rate in Scotland.

11. Edinburgh's World Heritage status, buoyant economy and worldwide reputation for culture have led to the city often being voted as one of the best places in the world to live, work and visit. But high visitor numbers, along with a growing population, place pressure on the city's infrastructure and environment, and on council services, such as housing, education and transport.

The council has ambitious plans for Edinburgh, but its vision and priorities are not articulated in an overarching, strategic plan

12. The council aspires for Edinburgh to be a thriving, carbon neutral city, with reduced poverty and inequalities. The council has invested to regenerate areas of the city, such as Craigmillar, and has ambitious plans to make further improvements to help meet its aspirations. These include: major housing and community regeneration projects in Fountainbridge, Meadowbank and at Granton Waterfront; retail, hospitality and cultural developments, such as the St James Quarter; and extending its tram network. The council also has a comprehensive sustainability programme, **recognised by the European Institute of Innovation and Technology**, to respond to the climate change emergency ([Case study 1, page 12](#)).
13. In 2016, the council and other public, private and third sector partners started work on a long-term vision for the city. In June 2018, the steering group responsible for its development, presented the council with a draft vision, based on feedback from over 10,000 residents and stakeholders. The steering group determined that more extensive public engagement was required, and the council agreed to provide £100,000 towards the £500,000 cost of funding a large-scale public awareness campaign. By mid-2019, almost 32,000 people had fed into the development of the final 2050 City Vision.
14. In June 2020, the council's Policy and Sustainability Committee endorsed the 2050 City Vision. It is a one-page document, with no supporting information or performance measures to monitor its success. Its four principles (Welcoming, Thriving, Fair and Pioneering), differ only slightly from the draft version.
15. In the absence of the 2050 City Vision, the council has been operating with three main strategic documents:
 - Programme for the Capital – Business Plan 2017-22, which the council approved in August 2017.
 - Change Strategy 2019-23, which the council approved in February 2019.
 - Edinburgh Partnership Community Plan 2018-28.
16. The council's Business Plan sets out its intentions over the five-year period of the administration. It was developed by a small group of members of the SNP/Labour administration and is an amalgamation of the two parties' manifesto commitments. It was not subject to wider scrutiny before being presented to the council. The Business Plan does not provide a clear focus for the council: it contains a large number of commitments (52), many of which are not easily measured, and they are not prioritised. The purpose of the Change Strategy was to set out how the council would implement its Business Plan. But it does not include the 52 commitments or set out specific actions to deliver them.

The City of Edinburgh Council is one of 15 European cities, and the only city in the UK, to be selected as a Healthy Clean Cities Deep Demonstration (HCCDD) site, in recognition of its sustainability ambitions. As an HCCDD site, the council works with the European Institute of Innovation and Technology's Climate Knowledge Innovation Community, to stimulate ideas and actions to tackle climate change.

Case study 1

The City of Edinburgh Council's sustainability programme

The City of Edinburgh was one of the first councils in Scotland to set an ambitious target of becoming carbon neutral by 2030, fifteen years before the Scottish Government's legally binding target. The council has established a new All-Party Oversight Group on Sustainability and Climate Emergency and a Sustainability and Climate Emergency Programme Board. It has also convened a new green infrastructure group and a sustainability steering group to support schools. The council plans to publish its 2030 City Sustainability Strategy in October 2021.

The council is driving its net zero target through a number of policies and plans, including:

- introducing a **Low Emission Zone** and considering a **Workplace Parking Levy**, to reduce pollution in the city centre
- the Strategic Housing Investment Plan, investing £2.5 billion in sustainable new homes and improving the energy efficiency of its council housing estate
- the Local Development Plan (City Plan 2030), the council's sustainable approach to city development
- the City Tourism Strategy, which focuses on managing sustainable growth
- the City Mobility Plan and the City Centre Transformation Strategy, which both include plans for improved options for public transport, cycling and walking

The council co-sponsors the Edinburgh Climate Commission with Edinburgh Centre for Carbon Innovation. The Leader of the council is Vice Chair and the Chief Executive is a Commissioner. The Commission held its first meeting at the end of March 2020 and published its initial recommendation for a Green Recovery in September 2020.

Source: Audit Scotland

Low Emission Zones (LEZs)

reduce pollution levels and improve air quality by stopping the most polluting vehicles entering a specific area. Only the cleanest vehicles can travel in a LEZ and penalty charges apply to vehicles that don't meet these standards.

The Workplace Parking Levy

is an annual charge on businesses in the council area for every parking space they provide for workers. Its aim is to encourage employees to walk, cycle or take public transport to work.

17. Although the overall ambitions in the documents are coherent, they set out different themes, priorities and aims ([Exhibit 2, page 13](#)). The council recognises that it should have a single, strategic document to more clearly set out its priorities ([paragraph 20](#)).

Exhibit 2

The City of Edinburgh Council's strategic documents



Source: Audit Scotland

18. As set out in the Community Empowerment (Scotland) Act 2015, we would expect the Community Plan to be the main joint planning document for the council and its partners. The council should also set out, in a clear plan, its role in helping the Edinburgh Partnership achieve its ambitions and priorities for the city. The council acknowledges that the Edinburgh Partnership's Community Plan is not its main strategic planning document. Although its Business Plan and Change Strategy make little reference to the Community Plan, there are consistent themes across the three documents, including actions to tackle poverty and increase affordable housing.

The council has developed an Adaptation and Renewal Programme in response to Covid-19

19. The council has developed an Adaptation and Renewal Programme, in response to the Covid-19 pandemic. The programme sets out how the council plans to: protect its staff and services; help rebuild Edinburgh's economy; and support vulnerable residents. It consists of five interlinked programmes of work, each led by a member of the council's senior management team.
20. While it was still in development at the time of our audit, the council anticipates that its Adaptation and Renewal Programme will require radical changes to its internal structures and ways of working. The council also expects the pace of change to require new governance arrangements. The council plans to amalgamate its Business Plan and Change Strategy into one strategic document, aligned to the 2050 City Vision, with the aim of providing clearer direction and priorities for the organisation.

The council's political composition contributes to strained relationships, and decision-making can be difficult and resource intensive

21. Our Best Value reports in 2014 and 2016 highlighted that council members and officers showed good leadership, worked well together, and had a shared vision for both the city and the council. Since then, there has been a change in the administration and a significant change in elected members; over half of the members elected in 2017 had not been in the council in the previous term.
22. After both the 2012 and 2017 elections, the SNP and Labour formed a coalition. In 2012, the coalition held a majority with 38 out of 58 seats. After the 2017 elections, the coalition held only 31 out of 63 seats, making it a minority administration. Some administration members have since left their parties, reducing the coalition's seats to 26 ([Exhibit 3](#)). The Conservative party is now the largest party and the administration requires the support of other elected members to secure a majority vote on decisions.

Exhibit 3

The City of Edinburgh Council's political composition

The current administration comprises a minority coalition of SNP and Labour councillors

Political party	Seats
SNP	15
Conservative	17
Labour	11
Scottish Greens	8
Liberal Democrats	6
Edinburgh Party of Independent Councillors (EPIC)	3
Independent	2
Vacancy	1
Total	63

Source: The City of Edinburgh Council

23. There are tensions between elected members, which manifest in inappropriate language and tone being used in council debate, in the lack of involvement of some members in decision-making, and in media reports on member disagreements. At the end of 2017, the council, in response to a motion from an elected member, reviewed its arrangements for members to report inappropriate behaviour by other members. Following this, the council offered elected members training in both team dynamics and mediation.
24. In October 2019, another elected member lodged a motion on respectful political debate. Members acknowledged the increasing importance of being respectful in their own business, despite the wider political climate, and noted that debate should be political, not personal.
25. Our interviews with a sample of members and observations of council meetings suggest that the above actions have made little difference and relationships

between some members are still very strained. While political debate is a normal part of council business, operating within this environment is challenging for members and officers. Although council business proceeds, it is more difficult to make decisions. The minority administration must work with other political parties to gain support on each individual policy or issue. This means that officers often spend a lot of time preparing tailored briefings for different political groups, to help elected members reach agreement. It is important, particularly given the council's political composition, that all elected members work well together in order to make decisions.

Several elected members did not attend important training on effective scrutiny and local government finances

- 26.** The council provides induction and refresher training for councillors, which includes some mandatory training courses. In 2017, members' attendance at training courses was mixed: four members did not attend the compulsory training on councillors' code of conduct; at least one-third of new members missed sessions on effective scrutiny and conduct at meetings; and over half missed the training sessions on local government finances.
- 27.** As part of the 2017 induction process, the council took action to encourage members' attendance on mandatory and other important training courses. For example, the council:
- organised multiple training sessions on mandatory subjects at different times of the day to make them as accessible as possible
 - ran small group or individual briefing sessions for those who could not attend the group training
 - advised members on which subjects were mandatory or highly recommended
 - sent electronic diary invitations to members
 - encouraged members to attend the Standards Commission's Code of Conduct Roadshow event at the end of 2017.
- 28.** The council also ran a refresher training session on the Code of Conduct for administration members in 2019 and provides a rolling programme of mandatory training for any new councillors or Edinburgh Integration Joint Board (EIJB) members. The council will only allow members who have attended mandatory training to sit on quasi-judicial committees.

The council is reviewing its member/officer protocol to help clarify roles and responsibilities

- 29.** Relationships between the chief executive and the council leader and deputy leader are constructive. Relationships between members and officers are generally positive but a number of members feel that officers do not share enough information with them. The council's 2018/19 Annual Audit Report recommended that the council review its arrangements for sharing information between councillors and the Corporate Leadership Team (CLT).
- 30.** The council is currently reviewing its member/officer protocol. The review included a discussion and survey of a small number of elected members, facilitated by the Improvement Service. The review identified areas for improvement, including access to information and clarity of roles and

responsibilities. Covid-19 has delayed work on the review. The council also now intends to take account of the Scottish Government's planned review of the Code of Conduct for Councillors, which has been delayed by Covid-19.

31. In October 2020, in response to a motion from an elected member on the council's whistleblowing culture, the Policy and Sustainability Committee agreed that an independent assessment of council culture and relevant processes should be undertaken. An independent Chair of the investigation is in the process of being appointed, following which the terms of reference will be determined in consultation with the Group Leaders and Chief Executive

Despite political tensions, the council progresses business and has made important decisions

32. The council has been able to make important decisions despite its difficult political environment. For example, despite the well-publicised issues surrounding the Edinburgh trams project, elected members made the decision to extend the tram line to the north of the city. Other examples of important decision-making include:

- initiating and progressing plans for a transient visitor levy (tourist tax)
- working with a range of partners to progress the region's City Deal ([paragraphs 130-134](#))
- agreeing how to respond to the Covid-19 challenges.

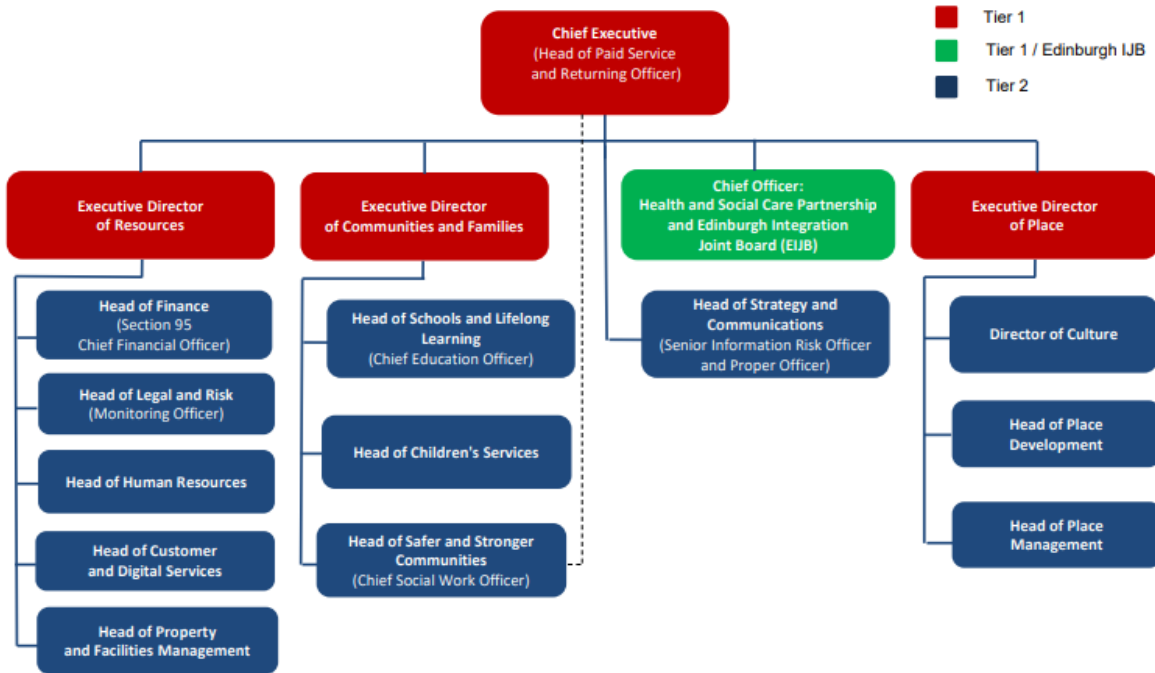
33. The council has also demonstrated good leadership when dealing with difficult situations. For example, the Controller of Audit's statutory report on the council's handling of construction issues relating to Edinburgh schools found that, while there had been serious faults in the procurement, design and construction processes, the council responded quickly and effectively, and that the council had been proactive in sharing lessons learned with others.

The council has strengthened its senior management team, but staff are not always positive about their leadership

34. Our 2016 Best Value report identified a risk to the council's management capacity. This was due to a significant number of changes in personnel and a reduction in the number of executive posts from seven to five. Since 2016, the council has made no changes to its Tier 1 executive posts but has made several new appointments and changes to Tier 2 management.¹ The council's current senior management structure is set out in [Exhibit 4 \(page 17\)](#).

¹ The Edinburgh Integration Joint Board appointed a new Chief Officer in 2018

Exhibit 4 The City of Edinburgh Council's senior management team



Source: The City of Edinburgh Council

35. The council's CLT comprises the chief executive, three executive directors and the Chief Officer of the **Edinburgh Integration Joint Board (EIJB)**. The CLT also includes the head of finance and the head of strategy and communications. CLT members work well together. The council is planning to review CLT roles and responsibilities as part its Adaptation and Renewal Programme.
36. There is a gender imbalance in the CLT, with only one female member (the Chief Officer of the EIJB). There is a better balance in the council's Wider Leadership Team and the council is taking steps to increase diversity across the organisation. For example:
- in October 2019, it approved a Diversity and Inclusion Strategy, which sets out actions to develop an inclusive workplace and help close the gender pay gap
 - it launched various colleague networks in August 2019, including a network to support and empower women
 - it launched an Inspiring Talent programme for middle managers in 2019, with an emphasis on providing opportunities for women. Currently, ten of the 15 delegates are female.
37. The council has strengthened its senior management team by bringing in experience from outside the organisation. But it recognises that it has not been good at developing its own staff. It has recently created a new talent management programme and a new leadership framework. This includes new

Edinburgh Integration Joint Board (EIJB)

The EIJB is an independent public body, set up to plan and deliver most community health and social care services for adults and some hospital based services.

The Chief Officer is jointly accountable to the City of Edinburgh Council and Lothian Health Board.

training and a digital platform providing access to learning and development material.

38. Council staff have mixed views on council leadership. The most recent staff survey (2018), completed by around a quarter of employees, showed that staff were positive about line management. But scores were less positive in relation to heads of service and executive directors. Fewer than a third of employees felt:

- senior staff were sufficiently visible
- confident in senior staff's decision-making
- senior staff had a clear vision for the council.

Paragraphs 147 to 149 set out the council's response to the staff survey.

The council refreshed its committee structure in 2019 to help improve scrutiny

39. The City of Edinburgh Council operates a committee system. In August 2019, it implemented a new political management system to rebalance workloads and improve scrutiny across its six executive committees. The executive committees are decision-making forums for matters that fall within their remit. They are responsible for monitoring performance and developing policy for their service areas.

40. As part of the 2019 restructure, the council gave its Policy and Sustainability Committee a stronger, cross-cutting role. It is now responsible for scrutinising council-wide performance and advising the council on key priorities and strategic objectives. The council's other main scrutiny committee, the Governance, Risk and Best Value (GRBV) Committee, is responsible for scrutinising the council's financial performance, risk management, and considering internal and external audit reports.

41. Executive committees can create All Party Oversight Groups (APOGs), to provide additional scrutiny on specific projects. APOG membership is drawn from the members of the parent committee. They are not decision-making forums, but they provide an opportunity for members to discuss the progress of projects, raise any concerns or make suggestions. APOGs have been created on a range of topics and projects, such as Brexit, Adaptation and Renewal, homelessness and the tram extension.

42. Council business is transparent, with all decisions being made in public, unless they are commercially sensitive. Full council meetings and executive committee meetings are streamed online, and all papers are available before meetings. The EIJB also streams its meetings and makes papers available online.

Part 2

How well is the council performing?



The council has improved its performance across many service areas, including education and waste management. Edinburgh performs in the top half of councils for around half of the national benchmarking indicators. It also performs well relative to other big cities in Scotland.

Performance reports to members set out progress against the council's 52 commitments and 84 KPIs. The council has recently improved elected member reports to include reasons for under-performance and planned responses.

There are examples of the council identifying and acting on poor performance, but progress reports lack detail on the impact of the council's actions.

The council's 2018 People Survey found that Edinburgh residents enjoy living in the city and are highly satisfied with some services, including parks and public transport. However, residents' satisfaction rates have declined overall since 2017.

The council met over half of its key performance indicator targets in 2019/20, and its performance improved against 50

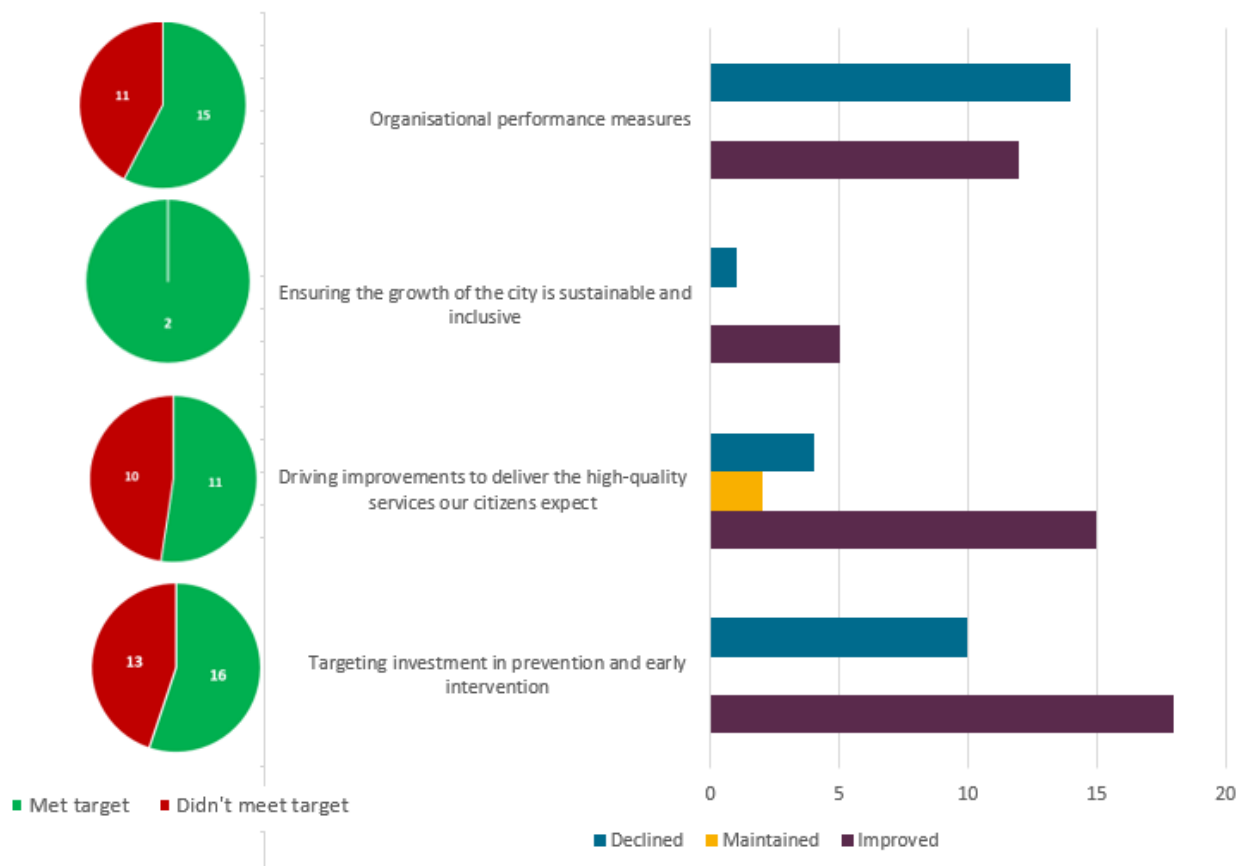
43. The council's 2019/20 annual performance report includes 84 key performance indicators (KPIs), categorised under the three themes of its Change Strategy ([Exhibit 2, page 13](#)), along with a group of organisational indicators. The council performed better against its sustainable and inclusive growth theme, compared to the other themes ([Exhibit 5, page 20](#)). It met its targets for 44 out of the 78 indicators which had targets, and improved or maintained performance against 52, compared with the previous year. Areas of improved performance include:

- school education - the council improved or maintained its performance on the previous year against all five of its attainment and destination indicators and met all its targets (note that the latest available data is for the 2018/19 academic year)
- waste and cleansing – the number of reported missed domestic and communal bin collections decreased significantly in 2019/20
- the time taken to process benefit and grant claims – the council met its targets for four of the five indicators and maintained or improved performance for all five.

44. The council's annual performance report contains nine adult social care indicators. Performance against these indicators is the responsibility of the Edinburgh Integration Joint Board (Part 4). In 2019/20, Edinburgh's performance declined against five of the nine indicators, after showing improvements in many indicators in 2018/19. Areas of declining performance include the number of people waiting for care packages and the number of people with an overdue review.

Exhibit 5 Council performance against its KPIs by theme, 2019/20

The council's performance improved on more indicators than it declined on in all three Change Strategy themes



Note: Three indicators are excluded from the Exhibit due to having no trend data and six due to having no target. 2018/19 data has been used for some indicators, where 2019/20 data are not yet available.

Source: Audit Scotland using Edinburgh Council Annual Performance data 2019/20

National benchmarking data shows that since 2014/15, Edinburgh has improved its performance for around two-thirds of indicators

45. The Improvement Service's Local Government Benchmarking Framework (LGBF) brings together a wide range of information about how all Scottish councils perform in delivering services, including residents' satisfaction. It contains 79 cost and performance indicators across all council services and allows councils to monitor their performance consistently over time. The council's annual LGBF report to members sets out its current performance against the 79 indicators and compares this to the previous year. The council's

analysis shows that between 2017/18 and 2018/19, it improved its performance in 41 indicators and declined in 38.

46. We have analysed Edinburgh's performance over a five-year period, against 51 LGBF indicators that mainly measure performance and outcomes rather than cost. Between 2014/15 and 2018/19, the council's performance can be summarised as follows:

- The council improved against 33 indicators (65 per cent of the total), including many education and children's services indicators. Educational attainment indicators, including for children living in the most deprived areas, increased by between two and six percentage points
- The council's performance declined against 16 indicators (31 per cent of the total), including some economic development indicators. For example, the percentage of unemployed people helped into employment by council programmes declined, from 12 per cent to seven per cent.

Edinburgh performs better than other councils in around half of national benchmarking indicators

47. The LGBF allows councils to compare their performance with that of other councils and with the Scottish average. Relative performance is assessed by dividing performance into four quartiles. Quartile one contains the best performing councils and quartile four contains the poorest-performing councils. In the last five years, the council's overall performance relative to the other 31 councils has fluctuated ([Exhibit 6, page 22](#)).

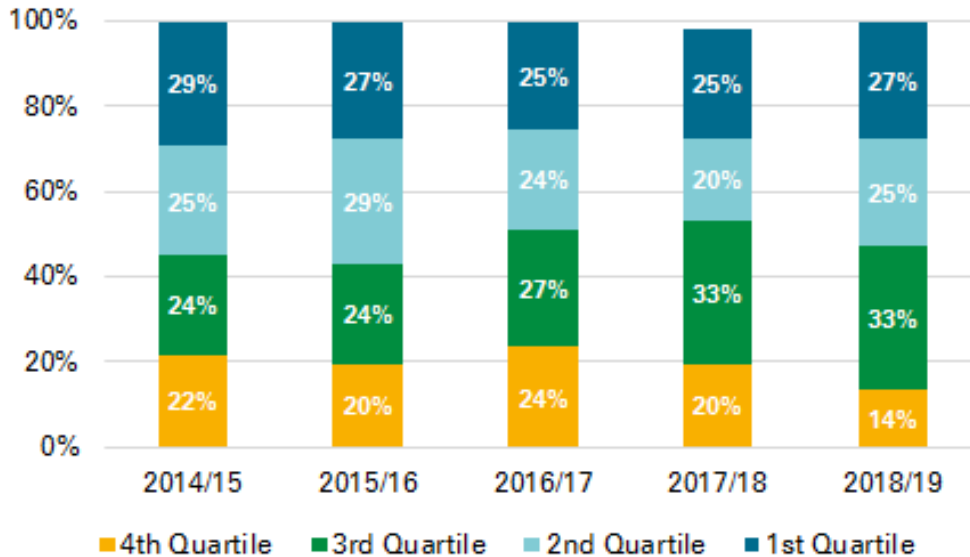
48. In 2014/15, 54 per cent of the council's indicators were in the top two quartiles, that is, performing better than half of Scottish councils. By 2018/19, this had reduced slightly to 52 per cent of indicators. Over this period:

- relative performance improved for pupils entering positive post-school destinations and for indicators related to the collection of council tax
- relative performance declined against three of the nine economic development indicators.

Exhibit 6

The City of Edinburgh Council's performance relative to other councils, 2014/15 to 2018/19

The percentage of indicators in which the council is performing in the top half of all councils fluctuated between 54 per cent in 2014/15 and 52 per cent in 2018/19



Note: Measuring council performance involves considering how all councils are performing, from lowest to highest for each indicator. From this it is possible to see how one council compares with all councils. Performance relative to other councils is divided into four equal bands, or quartiles. The first quartile contains the best-performing councils for that indicator and the fourth quartile the lowest performing councils.

The analysis is based on 51, mainly outcomes-based, indicators which were reported every year within the four-year period. The analysis excludes satisfaction or cost-based indicators where high or low cost cannot be easily determined as positive or negative. Percentages for 2017/18 do not total 100 per cent as data was not provided for one indicator.

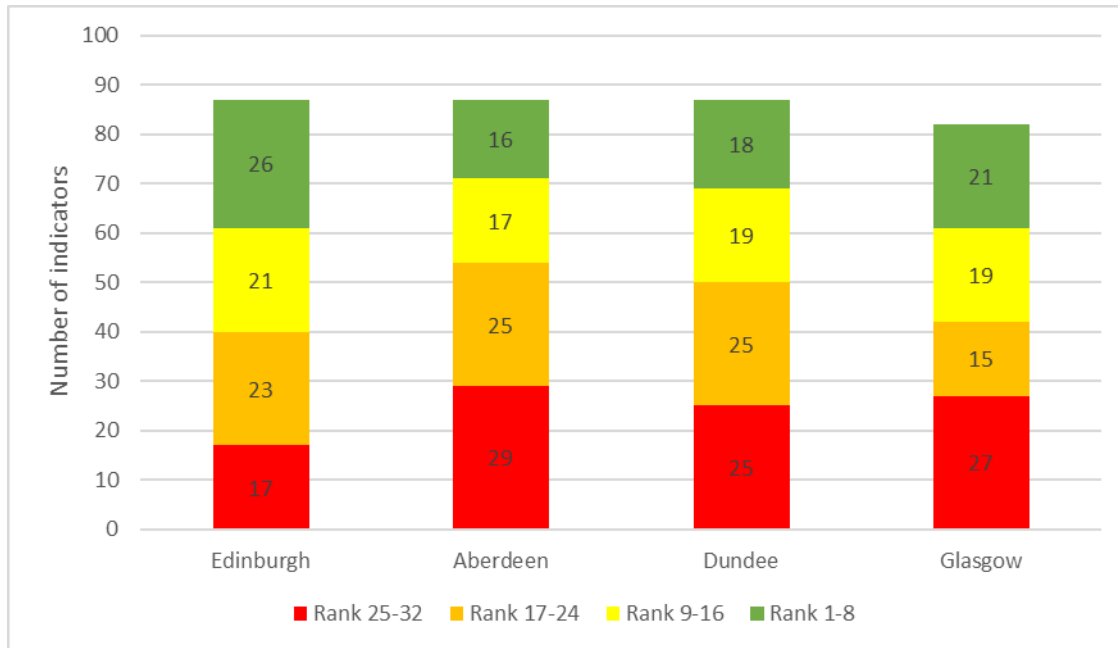
Source: Audit Scotland; Local Government Benchmarking Framework, Improvement Service, 2018/19

Edinburgh performs well against comparable Scottish cities

49. The council's LGBF report to members contains detailed trend analysis of the council's performance compared to Scotland's three other largest cities: Glasgow, Aberdeen and Dundee. In 2018/19 Edinburgh had more indicators in the top quartile than the other three cities and the fewest in the bottom quartile ([Exhibit 7, page 23](#)). Edinburgh's analysis shows that it performs well against the comparator cities in Children's Services and Culture and Leisure and performs less well in Environmental Services and in Adult Social Care.

Exhibit 7

The City of Edinburgh Council's performance relative to Glasgow, Aberdeen and Dundee



Note: Glasgow City Council has fewer indicators than the other three cities (82 compared to 87). This is because it does not submit data for the five 'housing services' indicators in the LGBF as it does not have any housing stock.

Source: City of Edinburgh Council

The council is taking steps to reduce poverty in the city

50. The council's 2050 City Vision, Change Strategy and Business Plan set out its ambitions for a fair and inclusive city ([Exhibit 2, page 13](#)). The council recognises that there is a stark difference in the wealth and opportunities experienced by its residents. Its 2018 economic strategy includes actions for the council to help reduce inequalities. These include increasing access to affordable housing, tackling barriers to employment, and supporting people into better paid jobs. The strategy sets out the council's intention to launch a poverty commission to generate new ideas and initiatives to tackle the deep-rooted causes of poverty ([Case study 2](#)). The strategy notes this idea has been successful for other UK councils.
51. The council has further demonstrated its commitment to tackle poverty and inequality through, for example, prioritising how to address poverty as part of its 2020-23 budget-setting process, creating career opportunities for disadvantaged individuals through the City Deal, and developing a 'life chances' workstream as part of its Adaptation and Renewal programme.
52. The council's annual performance report includes a small number of KPIs related to reducing poverty and inequality. Two KPIs have trend data: the number of households with no adult in employment and the number of employers accredited as Living Wage Foundation employers. The council improved its performance in both indicators in 2019/20.

Case study 2

Edinburgh Poverty Commission

The council set up the Edinburgh Poverty Commission in 2018. It is an independent working group, comprised of 12 members and chaired by an associate director of the Joseph Rowntree Foundation. Working with people who have experienced poverty, the commission's task is to recommend how the council and its partners can develop policies and services to reduce poverty. By summer 2020, the commission had:

- held over 100 evidence sessions to meet residents, service providers, community groups, and researchers.
- heard from over 70 community groups, public and third sector organisations, and other stakeholders
- received over 1,000 submissions to online calls for evidence and surveys.

The commission carried out additional work looking at the impact of the virus on poverty and published an interim report in May 2020. The report recommends that the council and its partners continue to support people for as long as possible after the lockdown period.

The commission published its final report in September 2020, setting out seven areas of action for the council, the Scottish Government and other partners. Specific actions for the council to help tackle poverty include: simplifying and improving how people access support; working with young people to improve attainment; and accelerating digital inclusion. The council has committed to implementing the commission's actions and will report progress to its Policy and Sustainability Committee.

Source: Poverty and Coronavirus in Edinburgh Interim report; Edinburgh Poverty Commission, A Just Capital: Actions to End Poverty in Edinburgh, Edinburgh Poverty Commission; The City of Edinburgh Council Policy and Sustainability committee reports

External scrutiny assessments identified positive examples of work being done and some areas for improvement

- 53.** In June 2019, the Care Inspectorate reviewed services for children in need of care and protection, which are delivered by the **Edinburgh Children's Partnership**. Its inspection report noted the positive work being carried out to protect children at risk of harm and ensure the increased wellbeing and resilience among young people and their families. Partnership initiatives have led to more children being looked after in a community setting. The inspection also identified some areas for improvement, such as making better use of data to evaluate services and to demonstrate the impact of the Partnership's work. The Care Inspectorate requested that the Partnership develop an improvement plan in response to its findings. The Partnership took longer to do this than the Care Inspectorate expected.
- 54.** Education Scotland carried out an inspection on Community Learning and Development (CLD) services in 2017 and carried out two follow-up visits in 2018. The most recent follow-up report found that the council had a clearer sense of direction, and that governance was continuing to improve. It stated that the Edinburgh Community Learning and Development Partnership had become more outward looking and had been engaging with other councils to learn about their practices. However, Education Scotland noted that, although partners were working well together to deliver improvements, the CLD plan lacked measurable outcomes.

The **Edinburgh Children's Partnership** directs the planning, development and delivery of children and young people's services on behalf of the Edinburgh Community Planning Partnership. Membership includes the council, the voluntary sector, NHS Lothian and the police.

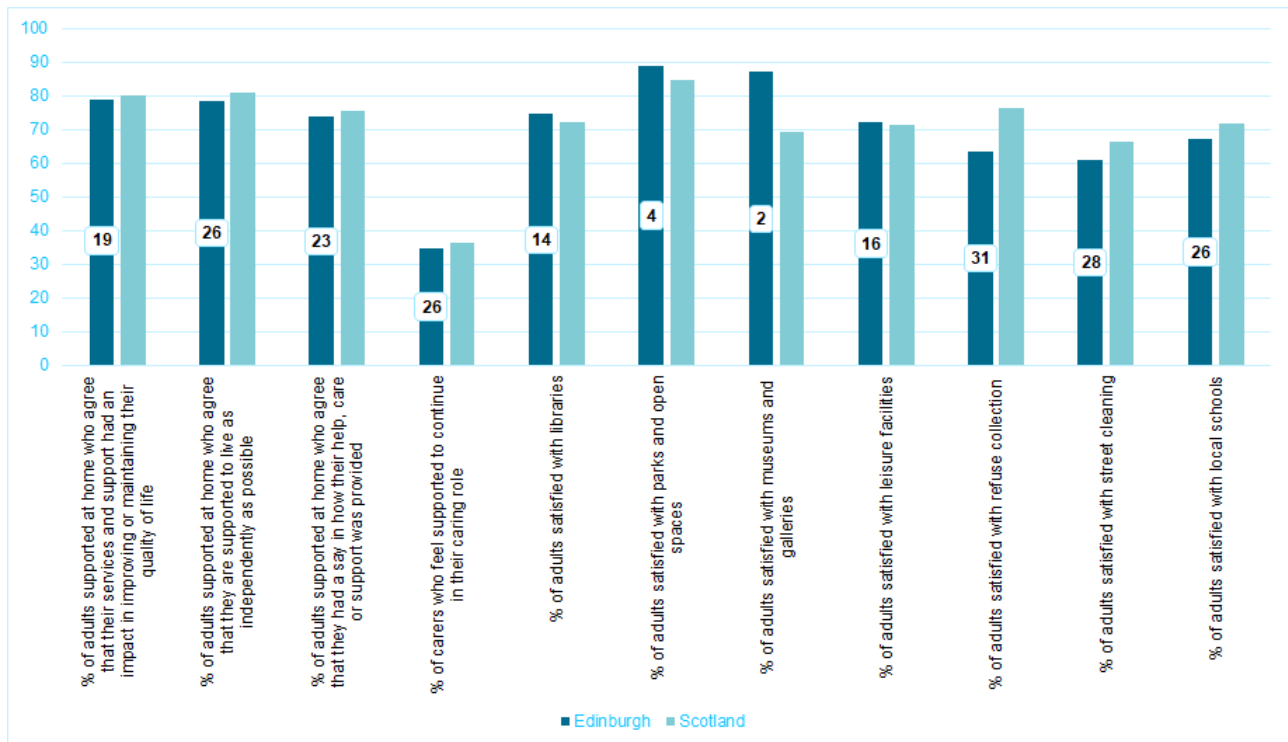
Most residents are satisfied with Edinburgh as a place to live, but satisfaction rates with many services have declined

- 55.** The council asks around 5,000 residents for their views on its services in its annual Edinburgh People Survey ([paragraph 151](#), provides further information on how the council uses the results). This is the largest face-to-face survey carried out by any UK council. The latest report, from 2018, found that 95 per cent of respondents were satisfied with Edinburgh as a place to live. But it also found that residents' satisfaction with many council services had declined. Satisfaction was high (above 80 per cent) for parks, libraries, street lighting and public transport. But it was much lower for roads and for maintenance of pavements and footpaths, at 42 per cent and 47 per cent respectively.
- 56.** Sixty-five per cent of respondents were satisfied with how the council was managing the city. This is lower than in previous years and is similar to the trend reported by other UK councils. Residents' satisfaction with specific aspects of the council's management of the city are as follows:
- 35 per cent of residents thought that the council provided value for money.
 - 51 per cent agreed that the council keeps them informed about the services it provides.
 - 39 per cent agreed that the council keeps them informed about its spending and saving proposals.
- 57.** The LGBF also includes several indicators relating to service user satisfaction. Performance has declined against all satisfaction indicators in the last five years, which is the same trend seen in many other councils across Scotland. In 2018/19, Edinburgh performed better than the Scottish average for the percentage of people satisfied with culture and leisure facilities, particularly those satisfied with museums and galleries ([Exhibit 8](#)). This is similar to the higher scoring areas in the council's People Survey. The council performed less well against the other indicators. The council was ranked particularly low on satisfaction with refuse collection and street cleaning ([paragraph 43](#) and [Case study 3](#) set out details on more recent improvements to the council's waste and cleansing service).

Exhibit 8

The City of Edinburgh Council's performance against LGBF satisfaction indicators compared with Scotland level performance, 2019

Edinburgh was ranked in the bottom quartile of councils for five of 11 indicators, and in the bottom half for a further three.



Note: The first four indicators are taken from the health and care experience survey and are based on 2017/18 data.

Source: Audit Scotland; Local Government Benchmarking Framework, Improvement Service, 2018/19

Performance reports to the council's leadership team allow it to identify where improvements are required

- 58.** The council's performance team produces service-level reports on performance indicators, trends and performance against targets. These are discussed at service team and senior manager level. Where required, actions are agreed to address any performance issues. The CLT reviews quarterly performance scorecards for each of the four directorates. These include explanations and information on actions being taken to address performance issues. Where there are more significant concerns, or where CLT wishes to better understand performance, it can request additional 'deep dive' reports.
- 59.** For example, in 2017, the CLT identified that the council had relatively high sickness absence levels and requested additional information. The council's Human Resources team produced dashboards to provide detailed information on absence by service, length and type. Senior management held quarterly challenge panels to discuss absence levels and management's response. LGBF data shows that sickness absence among non-teachers, which had previously been increasing, fell from an average of 12.3 days in 2017/18 to 11.6 days in 2018/19.

The council has recently addressed weaknesses in its performance reporting to elected members

- 60.** The council's annual performance report to elected members sets out progress against the KPIs in its Change Strategy. Elected members also receive six-monthly updates on the 52 Business Plan commitments and annual updates on the LGBF. The current reporting arrangements do not provide members with an overall assessment of the council's progress: members review separate reports on the Business Plan and Change Strategy, and the commitments and KPIs contained in the documents are not prioritised.
- 61.** We identified several weaknesses in the council's 2018/19 performance reports to members. The council improved the 2019/20 performance reports that it presented to members in August 2020. For example:
- the 2018/19 annual performance report did not provide a summary of the number of KPIs that met or missed their target. It made no distinction between indicators that met target and those that improved but still missed target. The narrative focused on KPIs in which performance had improved, and most areas of declining performance were not mentioned. The 2019/20 report addresses these issues: it provides members with a much clearer picture of progress and how the council plans to address underperformance
 - the council's 2017/18 LGBF performance report lacked information on why there had been a decline in performance in some service areas. It also lacked detail on the council's plans to address this. The council improved its 2018/19 LGBF report by including some explanations for, and actions to address, poorer performance. The report still lacks information on longer term performance trends and only focusses on comparing performance to the previous year.
- 62.** The council also updated its Business Plan reports in response to an elected member amendment. The council now classifies the 52 commitments into four categories (2019/20 performance is in brackets):
- fully achieved (8 commitments)
 - partially achieved (40)
 - not yet achieved (3)
 - will not be achieved (1)
- 63.** The August 2020 progress report on the Business Plan (the Coalition Commitment Progress Update) includes a summary of overall progress (unlike earlier versions) and provides more information on why the council has assessed commitments to be on track. But some weaknesses remain: 20 (out of 52) commitments do not have any performance measures to monitor progress and some indicators will not provide a good proxy for the associated commitments. Furthermore, where indicators are used, several have a target of an increasing or decreasing trend, rather than a specific figure.
- 64.** The council is aware that it needs to improve its target setting and, in 2019/20, more KPIs had a specific target. The council plans to make further improvements when it develops a new performance management framework, as part of its Adaptation and Renewal Programme ([paragraph 20](#)).

Improvement plans provided to council committees lack the necessary detail to effectively assess progress

65. Council committees have requested improvement plans to address performance issues for waste and cleansing (Case study 3); housing; and roads services. Although these include some measures of success, most of the planned outcomes had no associated performance measures. This meant that the council was not reporting progress to members against those outcomes. For example, the roads services improvement plan identified 32 anticipated outcomes. Progress updates reported performance against four measures, including the roads condition index and improved performance in specific categories of repairs. However, most outcomes, including improved customer feedback and improved productivity within the service, had no performance measures reported on.

Although the council has made some recent improvements to its public performance reporting, information is still limited

66. The council does not have adequate public performance reporting arrangements. Although it has made some recent improvements, information on the council's performance reporting web page is limited. For example:

- it does not include progress reports on the council's 52 commitments
- although there is an external link to detailed LGBF data, there is no summary of Edinburgh's performance

67. In addition, until recently, the most recent annual performance report on its performance reporting webpage was from 2017. The public was able to access more recent performance reports, but only by searching for them in the relevant council and committee papers. In September 2020, the council published its 2017/18, 2018/19 and 2019/20 performance reports on its dedicated web page, making them more accessible to the public.

Part 3

Is the council using its resources effectively?



The council has a long track record of maintaining revenue expenditure within budget. Over the last five years, the council has made annual savings of between £35 million and £75 million. But it has had to rely on unplanned savings and, in 2019/20 and 2020/21, on reserves to meet funding gaps. This is not sustainable, particularly as it manages the effects of Covid-19.

While the council agreed a three-year revenue budget and a ten-year capital budget strategy in early 2020, it does not have a longer-term financial plan to address its significant revenue budget challenges

The council reported in 2017 that its Transformation Programme was on track to achieve most of its planned £70.5 million recurring annual savings. It did not produce a final report to confirm whether it achieved its savings target.

The council does not have a well-developed workforce plan at a service or team level. This makes it difficult for the council to identify whether it has the correct workforce skills, numbers or structure to effectively deliver its services.

The council has improved in its approach to asset management, procurement and risk management.

The council has used unplanned savings and, more recently, reserves to balance its budget

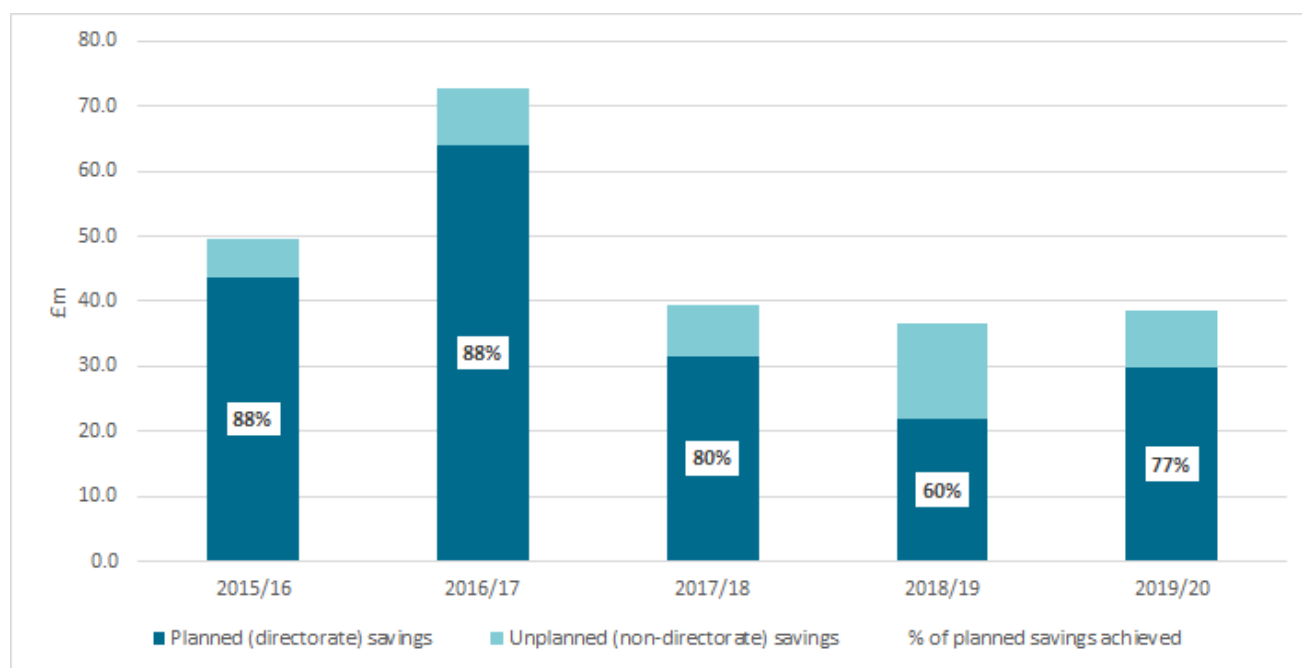
Despite not meeting its planned directorate savings targets, the council has made annual savings of between £35 million and £75 million in the last five years

68. The council has maintained expenditure within budget for the 12 years to 2018/19. Over the last five years, the council has made annual savings of between £35 million and £75 million ([Exhibit 9, page 29](#)). In this period, the council has not met its planned directorate (service delivery) savings targets. Its use of unplanned savings (ie, non-directorate savings such as loans fund charges) has been crucial in delivering an overall balanced position for the council.

- 69.** The council reported a net overspend of £4.9 million for 2019/20. A planned, favourable outturn position was impacted by £8.4 million of Covid-19-related expenditure. The most significant impact was the loss of a £6 million anticipated dividend from Lothian Buses ([paragraph 126](#)) and a reduction in parking income.
- 70.** The council has effective processes in place for monitoring and challenging budgets. If a service forecasts that it cannot deliver within financial constraints, the chief executive can challenge officers to deliver a balanced outturn position. The CLT monitors directorate and corporate service savings on a regular basis. The council provides executive committees with RAG (Red, Amber or Green) assessment reports to indicate whether savings plans will be delivered. These include explanations of variance and members challenge officers if more detail is required. Despite these arrangements and, as noted above, directorates have not delivered all agreed savings plans.

Exhibit 9

Level of planned and unplanned savings achieved, 2015/16 to 2019/20



Source: The City of Edinburgh Council revenue budget reports

The council's use of general fund reserves is not sustainable

- 71.** The council reviews its reserves policy on an annual basis, taking into account its known commitments. Earmarked General Fund Reserves are used for known future expenditure requirements. Unearmarked General Fund Reserves are held to cover unforeseen circumstances. The council can use some of the earmarked reserves flexibly if policies or commitments change. The Accounts Commission's 2019 Local Government Overview noted that, in the last five years, councils across Scotland have increasingly drawn on reserves to address funding gaps. In 2019/20, due to the additional costs of Covid-19 ([paragraphs 76-77](#)), the council had to make an unplanned use of £13 million from its earmarked reserves to address its year-end deficit on the general fund. In 2020/21, the council expects to make a significant call on its earmarked

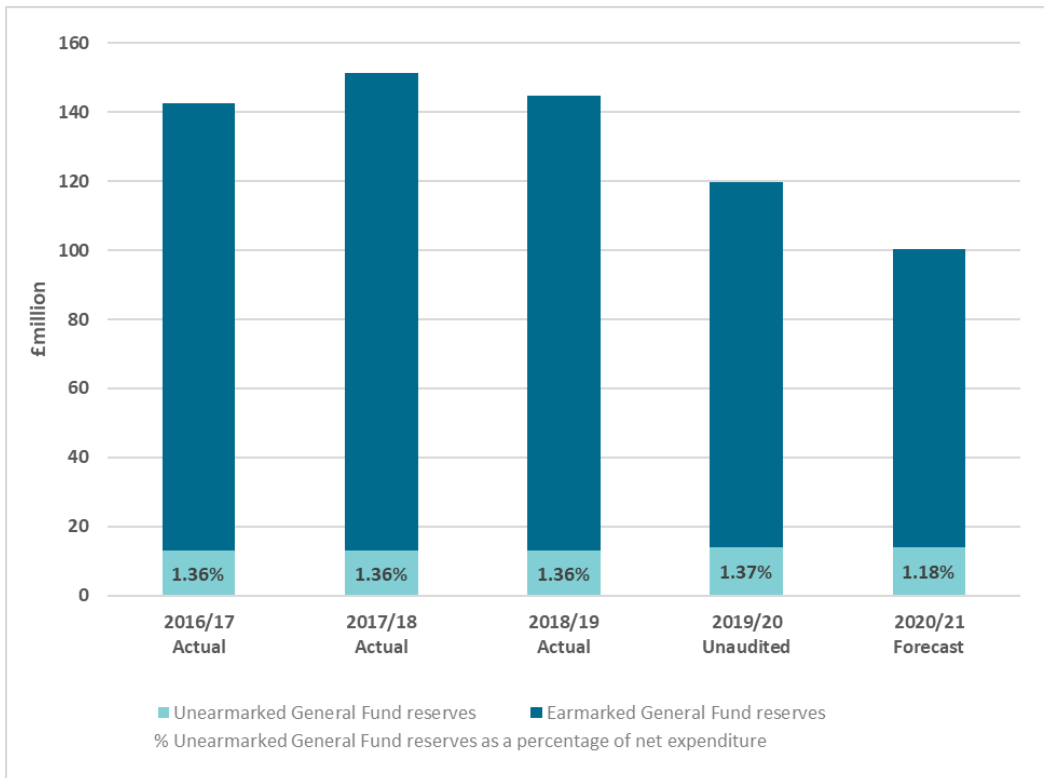
reserves to achieve a balanced budget. This means that the reserves can no longer be used for the council's original intended purpose.

- 72.** Like many other councils, Edinburgh's overall General Fund Reserve has decreased over the last three years and is forecast to decrease further in 2020/21 ([Exhibit 10](#)). This will leave the council exposed to unforeseen events or budgetary pressures. Those earmarked reserves that are left at March 2021 will be required to meet already known commitments.

Exhibit 10

The City of Edinburgh Council reserves, 2016/17 to 2020/21

The level of reserves has declined since 2017/18.



Note: The £25 million reduction in total general fund reserves between 2018/19 and 2019/20 is largely due to the council's planned use of £14.3 million from its earmarked 'council tax discount fund' to pay for social housing

Source: The City of Edinburgh accounts and revenue budget forecasts

- 73.** The Accounts Commission's Local Government Overview Report states that councils typically set their unearmarked reserves at between one per cent and four per cent of net expenditure. The City of Edinburgh Council chooses to earmark a high level of reserves for specific purposes and therefore its level of unearmarked reserves is 1.37 per cent of expenditure. The council has held between £13 million and £14 million in unearmarked reserves for the last four years. It is unlikely that this will be sufficient to deal with its future financial challenges. The council estimates that, if there was to be a second Covid-19 lockdown, the additional associated costs would be, on average, around £10 million a month. If the reserve levels continue to decline, the council would be

limited as to how it could respond to a significant unexpected event without making changes to its services.

The council does not have a long-term financial plan

- 74.** As is the case with other councils, delays in the announcement of UK and Scottish Government budgets made it challenging for the council to set its own budget for 2020/21. Despite this, the council reached agreement on the budget in February 2020, before the Covid-19 outbreak. The council agreed a balanced three-year revenue budget, and a ten-year capital budget strategy. Although this is a positive step, a three-year revenue budget is at the lower end of what Audit Scotland would consider as adequate medium-term financial planning. The council has considered and updated its revenue and capital budgets in response to Covid-19.
- 75.** The council has implemented a range of approaches to engage with the public and its staff to help develop its budget. In 2019/20, the council used an innovative approach to help residents understand the implications of savings proposals. This involved providing illustrative examples of how changes in service budgets would impact on services. Citizens were able to adjust the available budget to see how increased spending in one area would impact on other priorities.

Covid-19 costs of around £86 million will add to the council's financial challenges

- 76.** In May 2020, the council presented a report on its revised 2020/21 Revenue Budget to the Policy and Sustainability Committee. The report set out £101.5 million of additional net expenditure pressures, which included £86 million of Covid-19-related costs. The council identified around £45 million from savings, reserves and government funding for Covid-19, to offset this additional expenditure, but it still predicted a £56.5 million shortfall in its 2020/21 budget.
- 77.** The council has revised its position on a monthly basis. As at September 2020, the council's net expenditure pressure for 2020/21 was £85.6 million. It expects most of this to be offset by known and anticipated Scottish Government funding, directorate savings and the unplanned use of earmarked reserves. The council estimates that its remaining 2020/21 budget shortfall will be £12.2 million. In the years 2020/21 to 2023/24, the council anticipates its cumulative budget shortfall will be £70 million.
- 78.** The council recognised the need for greater scrutiny during the uncertain period of Covid-19 and implemented additional monitoring by members and officers. We welcome this approach. To date, the council has mainly focused on the short-term response to operational and financial challenges. It has acknowledged that it needs to continually monitor the three-year budget and ten-year capital budget strategy, which were agreed in March 2020, to take full account of the changes in circumstances.

The council reported in 2017 that it was on track to achieve most of its transformation savings. It has not reported whether it achieved its £70.5 million savings target

- 79.** Our 2014 and 2016 Best Value reports raised concerns about the council's financial position. The 2016 report noted that the council had developed a Transformation Programme to consolidate various strands of improvement activity and to help deliver required savings. The Transformation Programme aimed to achieve £77 million of recurring annual savings by 2020/21 (this was

later revised down to £70.5 million). The council identified that most of these savings (£64 million) were to be achieved through organisational reviews and staff reductions.

- 80.** Between the end of 2015 and the start of 2017, the council regularly reported progress against its transformation savings to the Finance and Resources Committee. The council's last update on the Transformation Programme, in February 2017, reported that the council was on track to deliver £53.7 million of savings. It also noted that, subject to some project changes, it could achieve a further £16.4 million of savings. The council did not produce a final report on its Transformation Programme to confirm whether it achieved its savings target.
- 81.** The council reports that between October 2015 and June 2019, approximately 1,078 staff (FTE) left the organisation through voluntary redundancy or early release schemes. The council funded the one-off costs (£46.7 million) through its earmarked reserves. The council reported that the associated savings from the staff release schemes, as at August 2019, were £41.3 million a year.

The council has made digital improvements, but it does not yet have a well-developed digital strategy

- 82.** While not a formal part of the Transformation Programme, the council identified that effective Information and Communication Technology (ICT) services were key in helping it to achieve significant staff reductions. In April 2016, the council appointed an external company – CGI - to provide its ICT services. The council anticipated that the contract would save over £6 million a year over the first seven years (£45 million in total). So far, the expected savings have been delivered, but in the first two years, the contract did not deliver the expected transformational outcomes and benefits.
- 83.** The council worked with CGI to improve governance and develop a better partnership approach. Better conditions now exist for the successful delivery of projects and it is more likely that the council will achieve expected efficiencies and transformation. Digital improvements to date include a new website and a new intranet.
- 84.** The council is also delivering initiatives to digitise service delivery as well as improve customer and staff experience. It launched a new Customer Relationship Management system in 2019 which allows residents to report issues or make requests online. Other digital service improvements include automating landlord registration and launching an online revenue and benefits system to allow people to check benefit claims and pay bills. The council's approach to date has been to automate, where possible, activities that are known to be time intensive for staff.
- 85.** The council has been digitising its services without a digital strategy to inform its decisions and how it will enhance the digital skills of staff. Although it has made digital improvements, it has not had a digital strategy to set out how digitalisation will help the council to achieve its required savings, make service efficiencies and improve customer and staff experience. The council recently prepared a digital strategy which was approved by the Policy and Sustainability Committee in October 2020.

The council's new workforce plan does not yet contain sufficient detail at service and team levels

- 86.** The council's workforce strategy for 2017-20 provides a vision for the development of its workforce and is focused on developing staff and building leadership capacity. This is not, however, supported by detailed service-level

plans that quantify future workforce needs. Changes to staff resource, when required, have been made on an ad hoc basis. Each change was set out in a Project Initiation Document, but this was not clearly aligned to the workforce strategy. Although its HR department had oversight of the individual changes made, the council did not have a strategic approach to workforce changes.

- 87.** The council is in the process of developing a new workforce plan for 2020-23. The new workforce plan considers overall staff cost and how this is allocated across five service areas. A high-level overview of the main priorities is included, but the council needs to further develop the plan at service and team levels. This will help the council to monitor progress and allow it to assess whether the objectives have been achieved. The council has not yet developed the detailed service workplans that are required for effective workforce planning. It intends to review its service operations and people strategy as part of its Adaptation and Renewal Programme.
- 88.** The council reports workforce data to the Finance and Resource Committee on a quarterly basis. The analysis considers staff numbers and costs. It focuses primarily on trends and lacks reference back to targets noted within the workforce plan. The reports make some reference to the workforce-related outcomes of organisational change, including impact on staff numbers, but they do not state whether changes are achieving the planned outcome.

The council has improved its procurement processes

- 89.** The council has significantly improved its approach to procurement since 2016:
- In 2018/19, the council achieved an 87 per cent score against the Procurement and Commercial Improvement Programme, which is the nationally agreed assessment tool. This is well above the national average (70 per cent) and puts the council in the highest banding
 - In accordance with the Procurement Reform (Scotland) Act 2014, the council publishes an annual report on its procurement. This reviews whether its procurement complies with its procurement strategy and highlights any areas for future development. The 2019/20 annual report assessed the council's compliance with its 2016-2020 procurement strategy. It found that while the council complied with most procurement objectives, it could achieve additional improvements by further embedding its contract management framework.
 - In March 2020, it approved a new Sustainable Procurement Strategy, covering the period 2020-25.
- 90.** The council's partnership with EY has delivered the planned procurement savings of £150 million over a five-year period, at a cost of £5 million. As part of the partnership arrangement, the council arranged training for its procurement team to enable benefits in the longer term.
- 91.** In 2020, external audit reviewed the council's arrangements for preventing and detecting fraud in procurement. The review concluded that the council's arrangements were satisfactory and that its tendering process was consistent with legislative requirements. The review also found that procurement arrangements were compliant with the council's Contract Standing Orders and with the key principles of transparency, equal treatment, non-discrimination and proportionality.

The council is taking steps to address the poor condition of some of its estate

- 92.** In 2015, the council approved its asset management strategy covering the period to 2019. This was one of the main components of the council's Transformation Programme. The council reported in March 2020 that it had already achieved its 2020/21 target of £6.2 million of recurrent property costs savings. The council approved a new ten-year capital budget strategy in 2019/20. The council and its partners have recently established a Land/Asset Commission to take forward opportunities for joined-up service delivery and estates rationalisation. The council has not yet developed a new asset management strategy to reflect the new priorities.
- 93.** The council undertook a comprehensive condition survey of its entire operational estate in 2017. This identified significant under-investment in council properties and a backlog of maintenance issues. In January 2018, the council approved a five-year Asset Management Works Programme to upgrade the estate following this assessment. The council agreed a budget of £193 million over five years to address the issues. By March 2020 the council had spent over £60 million on operational properties classified as in either poor or bad condition, focusing mainly on primary schools. Remaining work in the programme is included within the ten-year capital budget strategy.

The council has improved its risk management framework

- 94.** The council has reviewed and updated its risk management framework. It has established a 'three lines of defence' model:
- The 'first line' is the team responsible for consistent application of the risk management framework.
 - The 'second line' is the team responsible for establishing and communicating an appropriate organisational risk management and governance framework and a risk appetite statement framework.
 - The 'third line' provides independent assurance (for example, Internal Audit) on the controls established to manage risks.
- 95.** The council has restructured the team responsible for risk management. It has increased oversight by the head of legal and risk and the chief internal auditor, along with transferring more responsibility for risk management from the second to the first line of defence.
- 96.** Although corporate risks are identified and managed effectively, the council accepts that capacity and knowledge at lower levels of the organisation are limited, meaning that not all risks may be clearly identified and/or addressed. Relevant risk management training has been provided to those within the second and third lines of defence. The council plans to deliver training to relevant staff within the first line of defence.

Part 4

Is the council working well with its partners?



The council has established close working relationships with a range of partners, including the Edinburgh Integration Joint Board and City Deal partners, to deliver its priorities.

The pace of change in establishing effective community planning governance arrangements has been slow and there is limited evidence to demonstrate the impact of partnership working on outcomes.

Community empowerment is not embedded in the council's culture.

The Edinburgh Integration Joint Board faces significant financial challenges.

The council has established close working relationships with a range of partners

- 97.** The council works with many partners including NHS Lothian, Police Scotland, universities, businesses, third-sector organisations and neighbouring councils, across a wide range of partnerships and forums. These include, among others, the Community Planning Partnership, known as the Edinburgh Partnership, the Health and Social Care Partnership, the Edinburgh and South East Scotland City Region Deal Joint Committee, and the Alcohol and Drug Partnership.
- 98.** These partnerships share similar ambitions of reducing poverty and inequality in Edinburgh through sustainable and inclusive economic growth. Some partnerships (such as the Edinburgh Partnership, the Alcohol and Drug Partnership, and the Children's Partnership) are reviewing their governance arrangements to clarify their roles in the complex partnership landscape and establish who leads on specific workstreams.

The council and its partners have not yet established effective community planning governance arrangements

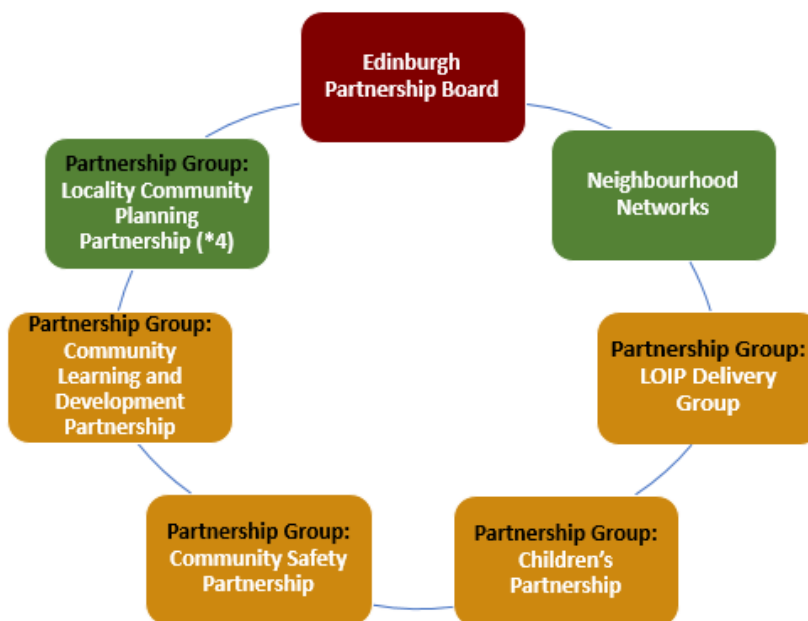
- 99.** The City of Edinburgh Council has a lead role in the Edinburgh Partnership. The Partnership includes statutory partners such as NHS Lothian, Scottish Enterprise, Police Scotland and the Scottish Fire and Rescue Service. It also involves a range of other public, private and third sector partners. The Edinburgh Partnership has reviewed its governance arrangements twice in the last six years to improve ways of working. The most recent review in 2019 sought to address acknowledged problems, with a view to:

- streamlining and simplifying how partners work together
- providing a shared understanding and clarity of purpose
- strengthening partnership working
- providing greater accountability and transparency
- strengthening community influence and participation, for example in decision-making on the use of devolved funds such as the Community Grants Fund.

100. Following ten months of consultation with stakeholders (see [Exhibit 12, page 38](#)), the Edinburgh Partnership agreed a new governance framework in April 2019, introducing four Local Community Planning Partnerships, 13 neighbourhood networks, and the Local Outcome Improvement Plan (LOIP) Delivery Group ([Exhibit 11](#)).

Exhibit 11

The Edinburgh Partnership Governance Structure and Membership



Source: Edinburgh Partnership Board Papers

101. The Edinburgh Partnership proposed that the neighbourhood networks would replace the neighbourhood partnerships and include a wider range of local community groups. However, some partners and community representatives have highlighted to the council that they are unclear on how neighbourhood networks are to operate across the four localities.

102. We observed and heard community council representatives expressing a need for greater clarity on how community councils should engage with the Local Community Planning Partnerships. While one of the aims of the restructure is to increase community influence, meetings of the Edinburgh Partnership Board, the LOIP Delivery Group, and the Locality Community Planning Partnerships are not streamed online for communities to view. It is too early to say how successful the new structures will be in supporting the Partnership to deliver the LOIP outcomes.

The Edinburgh Partnership has struggled to develop effective Locality Improvement Plans

103. The Community Empowerment (Scotland) Act 2015 (the Act) requires a CPP to produce the following plans:

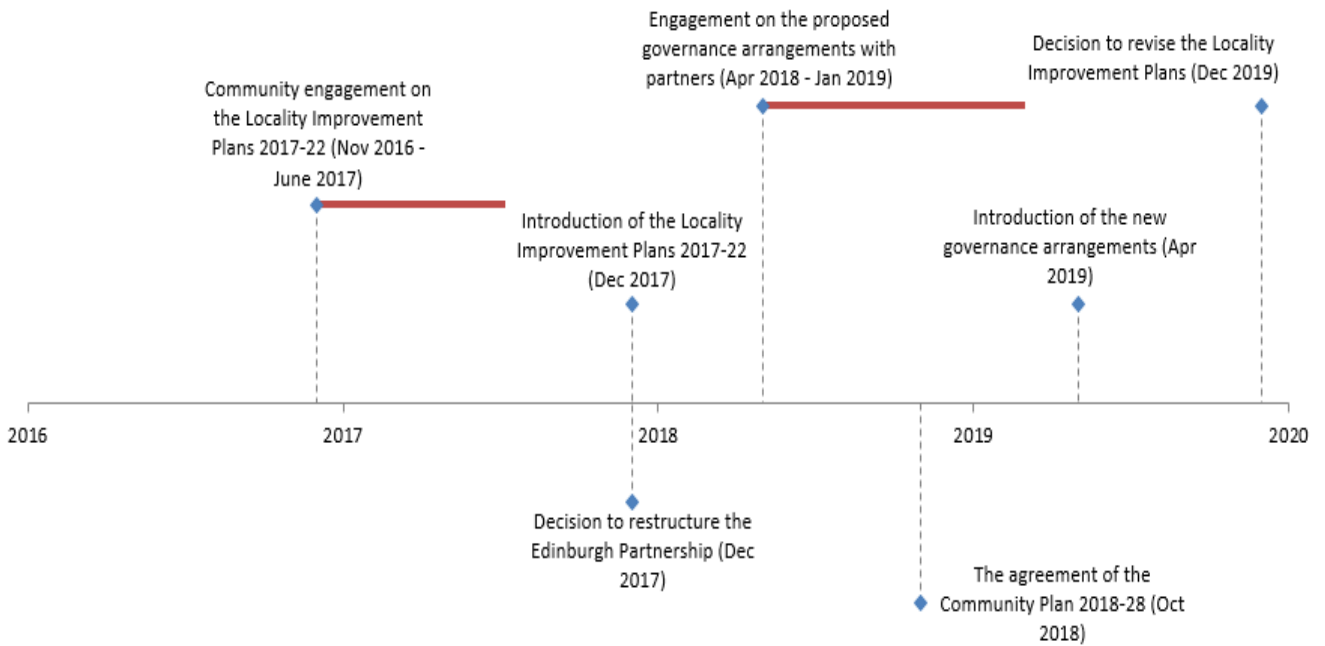
- A Community Plan for the whole council area
- A Locality or Neighbourhood Plan for each locality it has identified as experiencing significantly poorer outcomes.

104. Following a period of extensive engagement with communities and public and voluntary sector partners, the Edinburgh Partnership approved Locality Improvement Plans 2017-22 in December 2017 ([Exhibit 12, page 38](#)). Partners subsequently concluded that these were lacking in suitable performance measures, unfit for purpose, and hindering joint working. The plans also set out actions from respective partners rather than actions to be delivered as a partnership. A progress review by the board in December 2019 highlighted the need to refocus the plans on actions that could make a significant impact on tackling poverty and inequality through a partnership approach.

105. The Partnership developed the Locality Improvement Plans prior to agreeing its vision and priorities, which are set out in the Community Plan 2018-28. To develop the Plan, the Partnership engaged with its statutory partners, and used the community feedback informing the Locality Improvement Plans from 2017.

106. The Partnership is now developing new progress management and reporting arrangements along with new Locality Improvement Plans. They will include the priorities that can only be addressed through partnership working, are thorny issues, and which tackle poverty and inequality. Locality data profiles will form the basis of these plans. The partnership was due to finalise the plans by June 2020, but this has been delayed by Covid-19. The partnership expects to agree a revised date at its Board meeting in December 2020.

Exhibit 12 Edinburgh Partnership – Timeline of key events



Note: red line indicates duration.

Source: Audit Scotland and Edinburgh Partnership Board papers

The Edinburgh Partnership has made mixed progress against its Community Plan outcomes, and there are weaknesses in performance reporting

107. The Edinburgh Partnership made mixed progress against its 2015-18 Community Plan. The progress report of December 2018 shows that the Partnership met ten of its 17 KPI targets, excluding four data only KPIs ([Exhibit 13](#)).

Exhibit 13 Edinburgh Partnership's progress against its 2015-18 Community Plan

Outcome	KPI met target	KPI just missed target	KPI missed target	KPI data only (no target)
Edinburgh's economy delivers increased investment, jobs and opportunities for all	3	0	0	0
Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health	1	2	1	0

Edinburgh's children and young people enjoy their childhood and fulfil their potential	2	3	0	0
Edinburgh's communities are safer and have improved physical and social fabric	4	1	0	4
Total:	10	6	1	4

Source: The Community Plan 2015-18 Final Progress Report, December 2018, Edinburgh Partnership

108. Progress reports to the Partnership Board lack information on performance targets, specified leads for planned actions, and target delivery dates. The final progress report on its 2015-18 Community Plan (dated December 2018) did not set out the KPI targets and stated only if targets had been achieved, just missed or missed. The report did not describe what actions the Partnership had taken to achieve its outcomes. The Partnership's progress report at March 2020 includes performance information for only four of the 17 indicators in the current Community Plan.

The Partnership's performance against Community Planning Outcomes Profile indicators improved between 2013/14 and 2017/18

109. The Improvement Service's Community Planning Outcomes Profile (CPOP) is a collection of 18 measures to help assess whether residents' lives are improving. Performance against CPOP indicators is positive, with the Partnership demonstrating improvement against 15 of the 18 measures between 2013/14 and 2017/18. This included measures of child poverty, employment and carbon emissions. Performance was maintained for educational attainment and declined slightly for unplanned hospital attendances and wellbeing.

The council consults extensively with residents and has used some innovative engagement approaches

110. The council relies heavily on consultation responses to inform its decisions and to develop plans and strategies. The total number of consultation responses has increased considerably, from 8,000 in 2016/17 to 25,000 in 2018/19. The council's website only includes some consultation results and limited information on actions taken to address issues. The council recognises the need to provide timely feedback about consultation responses and any subsequent actions. It has developed a draft consultation policy, but Covid-19 has delayed its implementation.

111. The council has used other community engagement methods, such as workshops, information displays, focus groups and digital tools. It engaged with communities early in the development of its City Plan 2030 and developed on-line budget simulation tools and used game-based approaches to facilitate discussion about its budget proposals. It is also expanding its use of digital mapping tools to enable residents to provide feedback. The council is a key partner on the Edinburgh Climate Commission ([Case study 1](#)), and the Edinburgh Poverty Commission ([Case study 2](#)), both of which have used a wide range of methods to engage with citizens and stakeholders, including developing a citizen group and co-producing a youth summit on climate change with young people.

112. In partnership with NHS Lothian, the Children's Partnership, the Children's Parliament and Young Edinburgh Action, the council engaged with children and young people through the "What Kind of Edinburgh?" project, which enabled

children and young people to give their views about the planning and delivery of services. The council and its partners further developed this approach by establishing the Children and Young People Participation Group to influence the priorities set out in the Children's Services Plan 2020-23.

Community engagement is not embedded in the council's day-to-day work

- 113.** The council's Business Plan and Change Strategy set out its aspiration to empower citizens and colleagues. Community empowerment is also a key theme in the Edinburgh Partnership's Community Plan ([Exhibit 2, page 12](#)). The council recognises that the pace of change in improving community engagement has been slow. Community engagement is not embedded in the council's day-to-day work and is not yet an integral part of service improvement and delivery.
- 114.** Neither the Edinburgh Partnership nor the council has a community engagement strategy in place. The council and its partners are currently developing one with the involvement of the Checkpoint Citizen Focus Group. Set up in November 2019, the group includes a dozen community representatives. Covid-19 has delayed its introduction.
- 115.** There is limited evidence of the council engaging with hard-to-reach, migrant, and minority groups. Citizens have not always been engaged early enough and meaningfully enough to influence the council's decision-making. In our fieldwork interviews, community groups and third-sector organisations told us that the council and its partners could improve community engagement by adopting an early intervention/prevention and human rights-based approach, and by working more closely with active community groups and third sector organisations to better understand local needs and support communities.

The council's implementation of the Community Empowerment Act has had little impact on communities to date

- 116.** The Community Empowerment Act 2015 (the Act) makes it easier for communities to take ownership of land and buildings, in a process known as asset transfer. The City of Edinburgh Council has introduced an asset transfer policy outlining the principles and stages of the process. Since the Act came into force in October 2015, there have been 93 expressions of interest in asset transfers, with 19 requests submitted to the council. As at the end of August 2020, two asset transfers had been approved, one of which had been completed before the introduction of the Act. A further six have since been approved by the Council and are awaiting legal completion. Expressions of interest for three of these were submitted in 2016 and 2017.
- 117.** One of the two community groups that were successful in completing an asset transfer told us that the process took almost two years because the legal process was lengthy. Edinburgh is one of the few councils that requires community groups to pay the legal fees associated with an asset transfer. The council has not developed a process to balance the financial return for asset transfers with the long-term community and social benefits. The council has not collected feedback from community groups on the asset transfer process.
- 118.** The council considers that the low number of successful asset transfers can be explained by the following:
- Community groups lack the skills and funding to complete asset transfers.

- Community groups are put off by the timescales and work involved in complying with the requirements.
- The priorities of those interested in taking on the asset and the local community are in competition.
- Properties suitable for community use are lacking.

119. The Act also allows residents to influence council decisions through a formal participation request. Across Scotland, councils received a total of 45 participation requests between 2017/18 and 2018/19. Of these, councils accepted 26, 14 were refused, one was pending, and four were invalid.² The City of Edinburgh council has received five participation requests, of which two were accepted, one declined, one placed on hold, and one is still ongoing. Examples of Edinburgh's participation requests include a community group wanting to influence the proposed sale of a local site, and a community council wanting to influence local traffic management arrangements.

120. The council has begun to roll out participatory budgeting in some areas, which gives local people a greater say in how the council spends some of its funds. The council has a framework for considering participatory budgeting options. Since 2015, the council has allocated an estimated £1.6 million to communities through participatory budgeting. Local participatory budgeting has taken place in Leith (Leith Chooses) and Portobello and Craigmillar (Portobello and Craigmillar You Decide). The council finds replicating the approach across the whole council challenging due to resource implications. To address this, council officers are working on costed proposals to implement the participatory budgeting approach across all four localities.

The Edinburgh Integration Joint Board has not yet developed the detailed plans needed to address significant financial pressures

121. The council and NHS Lothian established the EIJB to plan and deliver health and social care services. The Edinburgh Health and Social Care Partnership (EHSCP) is responsible for the operational delivery of the EIJB's strategy. The EHSCP has oversight of the planning and delivery of adult social care services, community health and those hospital-based services that are delegated under the Integration Scheme.³

122. The EIJB faces significant financial pressures, both immediate and in the medium to longer term, as a result of increasing demand for services. Although the EIJB has been able to demonstrate effective, short-term financial planning, it has not yet developed a medium- or long-term financial plan. In 2019/20, the EIJB's expenditure was £762 million. It balanced its budget for the first time and delivered its savings plan, without relying on non-recurrent funding from partners. The unaudited accounts for 2019/20 show a planned deficit of £6.5 million, which the EIJB addressed by using its reserves. This approach is not sustainable. Current plans show a funding gap of £4 million in 2020/21. Forecasts for 2021/22 and 2022/23 show funding gaps of £12 million and £15 million respectively. Covid-19 has significantly impacted the delivery of the

² Participation Requests: Evaluation of Part 3 of the Community Empowerment (Scotland) Act 2015, Scottish Government, April 2020.

³ Services for which the EIJB is responsible include: Adult social work services; community dentistry, pharmacy and ophthalmology; health and social care services for older people, adults with disabilities, adults with mental health issues and unpaid carers; palliative care; primary care (GP); substance misuse; and unscheduled hospital admissions.

EIJB Transformation Programme and pace of change has been slower than planned. A rephased plan was agreed in July 2020.

The EIJB is addressing identified governance and performance issues

123. The Good Governance Institute assessed the EIJB's governance arrangements in 2018/19. It made 18 recommendations and, in May 2019, the IJB developed an improvement plan. Progress against performance measures is reported to every meeting of the board. In June 2019, the board approved a new committee structure including the establishment of the Performance and Delivery Committee. Every two months, the committee considers a performance report, which includes trend analysis and 'deep dives' into specific areas identified in advance.

124. The most recent EIJB annual performance report (for 2019/20) sets out its performance against 19 national performance and satisfaction indicators:

- Performance declined against the nine satisfaction indicators in 2017/18 (the most recent available data). Although this is consistent with national trends, Edinburgh performed less well than the Scottish average against six of the nine indicators and was ranked in the bottom half of all IJBs for all nine indicators.⁴
- Performance was better on the ten indicators that are used to demonstrate the shift in the balance of care. Performance on most of the indicators fluctuated between 2014/15 and 2019/20, but the most recent report (between 2018/19 and the 2019 calendar year) shows that EIJB improved its performance against five of the indicators. Performance remained worse than the Scottish average in half of the indicators overall.

The council's ALEOs face particular challenges as a result of Covid-19

125. The City of Edinburgh Council uses a range of **ALEOs** to provide services to residents. Each ALEO is structured differently, in terms of ownership and influence exerted by the council.

126. The largest ALEO is Transport for Edinburgh Limited, which incorporates the activities of Lothian Buses Limited and Edinburgh Trams Limited. In 2019, its turnover was £180 million. The ALEO is important for the council's finances as it pays the council an annual dividend (worth £6 million in 2018/19). As a result of Covid-19, no dividend will be issued in 2019/20 and potentially beyond this. The council is considering how to address this loss as part of its broader discussions on its budget.

127. The council's ALEOs have generally operated successfully. But Covid-19 has brought challenges, particularly for those which provide leisure services, cultural venues and transport. The council anticipates significant implications for its income. The council's estimate, as at September 2020, of lost income and other required financial support is £27 million. Services will continue to be affected for some time by social distancing requirements, public attitudes and market capacity. These factors will all affect future income forecasts.

Arm's Length External Organisations (ALEOs)

ALEOs are companies, trusts and other bodies that are separate from the council but are subject to council control or influence. This means that the council might have a representative on the ALEO's board or that it is the main funder or shareholder of the ALEO.

⁴ Note this data is taken from the Scottish Government's national health and care experience survey which is conducted every two years. The most recent data is for 2017/18

128. The council regularly reviews its ALEOs to ensure that the operating models remain fit for purpose and that there is proper and effective oversight of ALEOs' activities. In 2017, the council agreed to reduce the number of its property ALEOs and to change to in-house management of certain activities and assets undertaken by the EDI Group (which carries out property development). The council agreed a transition strategy; this is progressing in line with the closure timetable that will be complete by 2023.

129. In February 2020, the council changed the scrutiny arrangements for its ALEOs to provide greater clarity and avoid duplication:

- The council's executive committees will scrutinise the future direction of each ALEO, service performance, including progress against service level agreements, and any emerging issues
- The GRBV Committee will scrutinise the ALEOs' financial performance, including the annual accounts, and any risks affecting the council or any individual ALEO.

The council had planned a wider review of its ALEOs during 2019/20 but this was delayed by Covid-19.

The council is working well with partners on the Edinburgh and South East City Region Deal

130. In August 2018, the council, along with various public, private and third sector partners, signed the Edinburgh and South East **City Region Deal**. The partners, along with the UK and Scottish Governments, have committed a total of £1.3 billion, over 15 years, to a range of projects to help improve the region's economic performance ([Exhibit 14](#)). Of this total, The City of Edinburgh Council has committed £269 million to three projects: West Edinburgh Public Transport; the Dunard Centre (concert hall); and a new housing company.

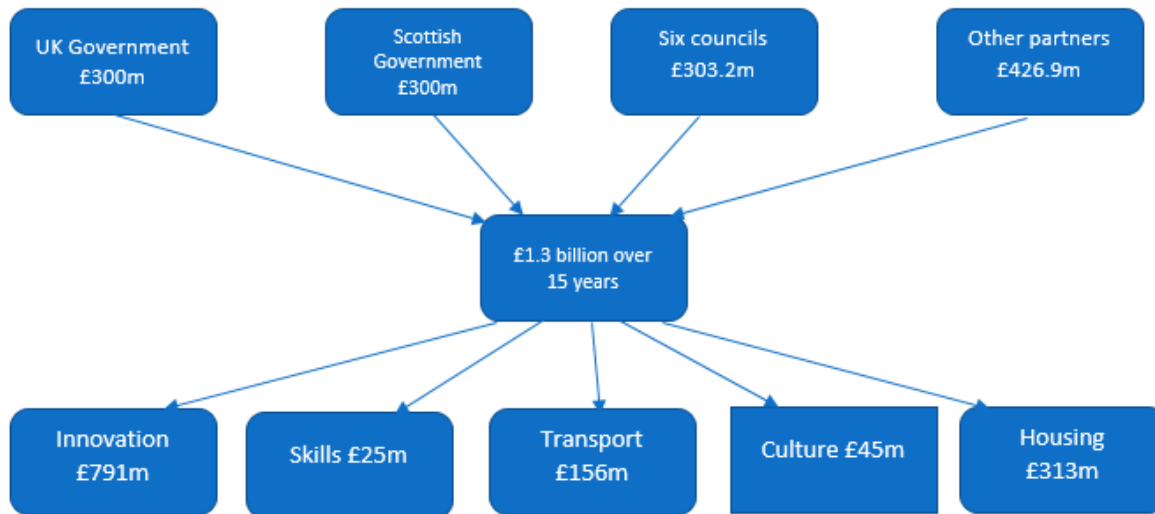
131. In 2018, partners estimated that the Deal would attract £141 million of private sector investment and create 23,368 permanent jobs. Partners will monitor progress against these targets through the Deal's Benefits Realisation Plan (BRP), which the Joint Committee ([paragraph 132](#)) approved in August 2020. The BRP will also track progress against other outcomes, such as reducing inequalities, which are included in project business cases. The Deal partners are working to improve community engagement in shaping the proposed business cases.

City Region Deals

City Region Deals involve the UK and Scottish governments giving additional funding and powers to cities and the associated regions to promote economic growth. Individual deal partners decide where to target funding based on local needs. The Edinburgh and South East Region Deal was the second deal to be agreed in Scotland.

Exhibit 14

The Edinburgh and South East City Region Deal funding and planned investment



Source: Audit Scotland

- 132.** The City of Edinburgh Council has played a lead role in the City Region Deal governance structure. In the first two years of the deal, it chaired the Joint Committee, which is the ultimate decision-making body for the Deal, and the Executive Board, which oversees a programme management office to administer the Deal. The council was also the accountable body for the City Region Deal finances. In September 2020, East Lothian Council took over as the lead authority for the Deal.
- 133.** As at August 2020, the Joint Committee had approved £736.5 million of spending through the business case process (55 per cent of the £1.3 billion deal fund). By the end of 2019/20, City Deal partners had spent £103.2 million across 24 projects. The Joint Committee has allocated a further £47 million for 2020/21.
- 134.** The August 2020 progress report shows that the overall progress of the deal is amber. Two of the council's projects are progressing as planned. There are delays to its concert hall project after plans had to be scaled back and re-submitted following a challenge by developers on an adjacent site. As part of the City Deal's Integrated Regional Employability and Skills programme, partners launched a Covid-19 Jobs Support Portal. The portal has been used by over 300 employers with almost 800 job vacancies advertised since the start of the pandemic.

Part 5

Is the council demonstrating continuous improvement?



The council has made mixed progress since its previous Best Value report in 2016. While it has improved aspects of leadership and service performance, its pace of improvement in other areas, such as community planning and public reporting, has been slow.

The council does not have a strategic approach to continuous improvement to demonstrate all aspects of Best Value.

Historically, the council has been slow to respond to scrutiny and audit findings. It has taken action to address this and there are some early signs of improvement.

The council seeks feedback from staff and residents. But it does not clearly demonstrate how it uses this feedback to improve services and outcomes for the people of Edinburgh.

The council has made mixed progress since its 2016 Best Value report

135. In our 2016 Best Value report, the Accounts Commission commented on Edinburgh's substantial progress with planning and delivering financial savings. It recommended that the council monitor the success of its service and workforce changes, to demonstrate that decisions represent Best Value. Since 2016, the council has improved aspects of its leadership, (Part 1), and shown improvement in some service areas, such as education and waste management (Part 2). But its performance in other areas, such as workforce planning, has deteriorated. Exhibit 15 compares previous Best Value judgements with our findings from this audit.

Exhibit 15

Comparison of Best Value judgements

A comparison of Controller of Audit judgements from 2016 and 2020 shows that further progress has been slow.

<p>Leadership</p> <p>Elected members and officers have continued to develop a shared vision for the council and the city it serves, despite continuing changes at senior manager level.</p>	<p>The council's business plan was developed by a small group of administration members and was not subject to wider scrutiny before being presented to the council.</p> <p>The council's political composition is challenging; relationships between members are strained and decision making is difficult. Despite this, the council has shown good leadership through its projects to address poverty and sustainability and by making difficult decisions, such as approving plans for Phase 2 of the tram network. Council management also has driven improvements in asset management, procurement, and risk management</p> <p>The council has strengthened and stabilised its senior management team, but staff are not always positive about its leadership.</p>
<p>Financial position</p> <p>While it continues to face growing financial pressures and uncertainty, the council has made substantial progress in planning and delivering financial savings.</p>	<p>The council has a long track record of maintaining revenue expenditure within budget. Over the last five years, the council has made annual savings of between £35 million and £75 million, but it has had to rely on unplanned savings and, in 2019/20 and 2020/21, on reserves, to meet its funding gap. This is not sustainable, particularly as it manages the effects of Covid-19.</p> <p>While the council agreed a three-year revenue budget and a 10-year capital budget strategy in early 2020, it does not have a longer-term financial plan to address its significant revenue budget challenges</p>
<p>Transformation</p> <p>The council's various improvement projects have been consolidated into a single transformation programme. This has still to be fully implemented, but it is now starting to</p>	<p>The council expected its Transformation Programme to deliver over £70 million of recurring annual savings. In 2017, it reported that it was on track to deliver most of these</p>

reshape the council's services and deliver savings.

savings. It did not produce a final report setting out whether it achieved its savings target.

Workforce

The council now has a workforce strategy, supported by more detailed plans, setting out the size and shape of its future workforce needs. It is now starting to achieve the reductions set out in these plans.

The council's progress in relation to workforce planning has deteriorated; although it is developing a new workforce plan for 2020-23, it currently lacks detail at a service and team level

The council identifies transformational change and efficiencies through its Change Portfolio, but progress reports to elected members do not provide savings information

- 136.** Since 2012, the council has carried out a range of transformation activity to help make required savings and improve its services. In 2015, it consolidated this activity into a Transformation Programme (Part 3) with the aim of delivering over £70 million of recurring annual savings. The council has not reported whether it achieved this target.
- 137.** In February 2017, the council reported that it had completed most of its Transformation Programme activity and that any remaining elements would be subsumed into a Change Portfolio, overseen by the CLT. The purpose of the Change Portfolio was to identify and deliver projects to further transform services and realise additional savings. Since February 2018, the council has reported progress to the Change Board (the CLT) every month and to the GRBV Committee every six months. The most recent report to the GRBV committee, in December 2019, indicated that, of the 53 live Change Portfolio projects: two had been delivered; 16 were on track; 30 were experiencing minor problems or delays; and five were experiencing significant problems or delays.
- 138.** The council's progress reports to the CLT contain detailed information on the financial and non-financial benefits of each change project and a summary of the overall investment in, and savings achieved from, the Change Portfolio. The council's progress reports to the GRBV Committee do not provide any information on the savings expected, or delivered, from the 53 projects. The council includes a 'Change Proposals' savings update as part of its quarterly budget reports to the Finance and Resources Committee. But the 'Change Proposals' differ to the 53 projects included in the GRBV committee reports.

The council uses several methods of self-assessment but does not have a strategic approach to continuous improvement

- 139.** The council uses a range of tools to monitor performance and identify areas for improvement, primarily at service level. These include LGBF analysis; service reviews; and the 'How Good is our school?' and the Public Library Quality Matrix self-evaluation frameworks. The council undertakes service improvement activity mainly in response to poor performance, or through savings or transformation initiatives. The council acknowledges that it lacks a formal strategic framework to promote a culture of self-awareness and to ensure that continuous improvement is embedded throughout the organisation.

There is some evidence of the council using external benchmarking or advice to improve its processes or performance

140. The council uses benchmarking tools to compare its performance with that of other councils:

- LGBF data to compare its performance with that of the three other big cities in Scotland (Glasgow, Aberdeen and Dundee)
- Association for Public Service Excellence benchmarking for several services, including waste and roads
- Chartered Institute of Public Finance and Accounting corporate service benchmarking, which mainly considers cost of service provision.

141. Given the council's unique position as the capital city, it is important that it looks beyond Scotland to learn and share good practice. There are examples of the council doing this: for example, it learned from cities such as New York, Stockholm and Sydney when developing the City Vision. It also brought in advisers from Manchester who had experience of delivering successful tram developments. But there is limited other evidence that the council has looked beyond Scotland to change its processes or improve performance.

The council has made some improvements to its services and processes

142. There are examples of the council understanding where improvements are required and taking action in response to poor performance, such as developing service improvement plans at the request of a committee (Part 2). [Case study 3](#) sets out further detail on the council's waste services improvement plan. Its improvement plans for roads services and housing are more recent, but data suggests that there are initial signs of improvement. The council has also taken action to address the issues with its ICT contract and the poor condition of its estate. And it has improved its risk management, and procurement processes (Part 3).

Case Study 3

The council's Waste and Cleansing Improvement Plan

In November 2016, the council produced a Waste and Cleansing Service Improvement Plan. This was in response to the Transport and Environment Committee's concerns regarding the level of complaints about street cleanliness and waste collection. The improvement plan included an extensive list of actions to help address:

- missed or delayed bin collections
- fly-tipping and street cleaning
- customer service
- communication and behaviour change

The council provided the committee with regular progress reports and in March 2018 it produced its final update on the plan, which noted that missed bin complaints and street cleaning enquiries had fallen.

Later in 2018, the council made changes to its waste collection service, including changing from a five day a week collection to four days a week, and introducing more efficient routes. The changes prompted a further spike in missed bin complaints. The Transport and Environment Committee received regular reports on performance, and on the actions being taken to address the problems. Since then the number of missed bin reports has fallen again, with 2019/20 KPI data showing that missed domestic bin collections fell by 47 per cent compared with the previous year.

Source: Waste and cleansing improvement plan, reports to committee and KPIs

Recent council self-assessments did not identify some of the improvement areas highlighted by this audit

- 143.** At the end of 2019, in preparation for this audit, the council carried out a self-assessment against Best Value themes to support continuous improvement. Out of 36 questions, the council assessed itself as strong for eight of these, satisfactory for 26 and weak for two. Its two identified areas of weakness were workforce planning and its use of options appraisal. The council's eight self-assessed areas of strong performance included: understanding its challenges; governance, City Deal and City Vision progress; procurement; and members' engagement in financial planning. However, our audit work has identified some weaknesses in three of the areas that the council identified as strong: effective leadership; financial planning; and partnership working (Parts 1, 3 and 4).
- 144.** We found other examples of the council's self-assessment conclusions which differed slightly from our audit findings. For instance, Parts 1, 2 and 4 of this report highlight some improvement areas for the council in relation to the council's vision, business planning, leadership, transparency and reporting, and engagement with citizens and service users. But the council's 2019 corporate governance self-assessment rates its performance as good in these areas.

The council has been slow to respond to scrutiny but there are early signs of improvement

- 145.** Management's response to audit and inspection recommendations has been slow in recent years. Elected members, through the GRBV committee, have been pressing management to respond more quickly and effectively to audit recommendations, and there is evidence of recent improvement. In June 2018, directorates agreed to review all agreed management actions that were more than three months overdue (including historic reopened findings) to assess whether alternative actions could be implemented to address the identified risks. This reduced the number of overdue actions from 63 (68 per cent of all findings) in July 2018 to 42 (49 per cent of all findings) in March 2020. Ensuring that management actions are completed on time is now an agreed priority for all directorates.
- 146.** In May 2017, the Care Inspectorate highlighted significant weaknesses in the planning and delivery of older people's services across the city. A follow-up inspection in June 2018 showed limited progress and found the health and social care partnership's approach to be reactive, short term and focused on individual recommendations rather than on an overall programme of improvement.

The council has acted in response to staff feedback, but it does not monitor the impact of its actions across the organisation

- 147.** The council's most recent staff survey, conducted in 2018, identified areas for improvement for individual directorates, services and the council. In response to the feedback, the CLT committed to developing action plans to improve staff's experience of working for the council.
- 148.** Executive Directors led the development of individual directorate action plans. To feed into these, directors and managers gathered staff feedback on specific improvement areas using a variety of methods, including open engagement sessions, team meetings, site visits and emails. The council established a short-life working group to coordinate the approach and aid learning across all directorates. Using the feedback gathered from individual directorates, the working group also developed action plans for council-wide areas for improvement, which included leadership, communication, and learning and development.
- 149.** In May 2019, the council provided the Policy and Sustainability Committee with an update on its directorate and corporate action plans. Actions taken included improving leadership's visibility through meetings and emails, improving staff training, and refreshing the council's internal communication strategy. The report stated that individual directorates would monitor progress against the actions plans. Neither the Policy and Sustainability Committee nor the GRBV committee requested further updates.

The council has agreed to review its overall whistleblowing culture

- 150.** The council recognises the importance of having an appropriate mechanism for staff to report instances of wrongdoing or malpractice. In May 2014, the council introduced a new whistleblowing policy and a whistleblowing hotline for its staff. In 2019, in response to discussions with elected members, the council considered, and subsequently implemented, improvements to its whistleblowing procedures. In September 2020, the sudden death of a council employee prompted a motion and debate at a meeting of the full council. At that meeting, the whole council agreed that there should be an independent review of the council's overall whistleblowing culture and relevant processes, to provide assurance that its approach to, and procedures for, dealing with whistleblowing, corruption and criminal wrongdoing were appropriate and fit for purpose. The council agreed to refer the issue to the Policy and Sustainability Committee in the first instance. At its meeting on 15 October, the council considered a paper from the Policy and Sustainability Committee and agreed that the review should proceed and that the exact terms and timescale should be determined by the independent person appointed to lead the review.

The council consults extensively with its residents, but it does not demonstrate how it uses their feedback to improve services

- 151.** The council engaged with over 30,000 people when developing its City Vision (Part 1). This was one of the biggest consultation exercises carried out by a council in the UK or Europe. The council also consults with its residents when developing strategies and making decisions on major projects. It currently publishes limited information on how it uses consultation feedback, but it is taking steps to improve this (Part 4).,
- 152.** The council collates the views of over 5,000 residents through its annual Edinburgh People Survey (Part 2). The main purpose of the survey is to track residents' perceptions of services and to detect any early signs of dissatisfaction before they become problematic. The survey is not intended to

be used to support service redesign. Survey results are reported to the CLT and to senior management teams and the Policy and Sustainability Committee notes the results. Some services, such as waste and culture, use the results to target improvements, but we saw no evidence of the council producing any action plans or any committees requesting that the council responds to the results.

Recommendations

The council needs to quickly increase the pace of improvement to help it demonstrate that it is achieving Best Value. We make the following recommendations to help the council address the improvement areas identified in this report:



As part of its Adaptation and Renewal Programme, the council should:

- quickly amalgamate its Business Plan and Change Strategy, to provide clearer priorities and direction for the council (paragraph 20)
- prepare sustainable medium and long-term financial plans, and detailed workforce plans, to support its strategic priorities (paragraphs 74 and 86-88)

The council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings (paragraph 139, 143-144, 151-152).

To help them carry out their best value responsibilities, elected members should take advantage of the learning and development opportunities provided by the council (paragraphs 26-28).

The council should further improve its performance reporting by:

- making better use of performance measures and targets, particularly to demonstrate the impact of improvement work (paragraph 65)
- publishing easily accessible, up-to-date performance information on its website (paragraphs 66-67).

In order to make community engagement an integral part of service improvement and delivery, the council should:

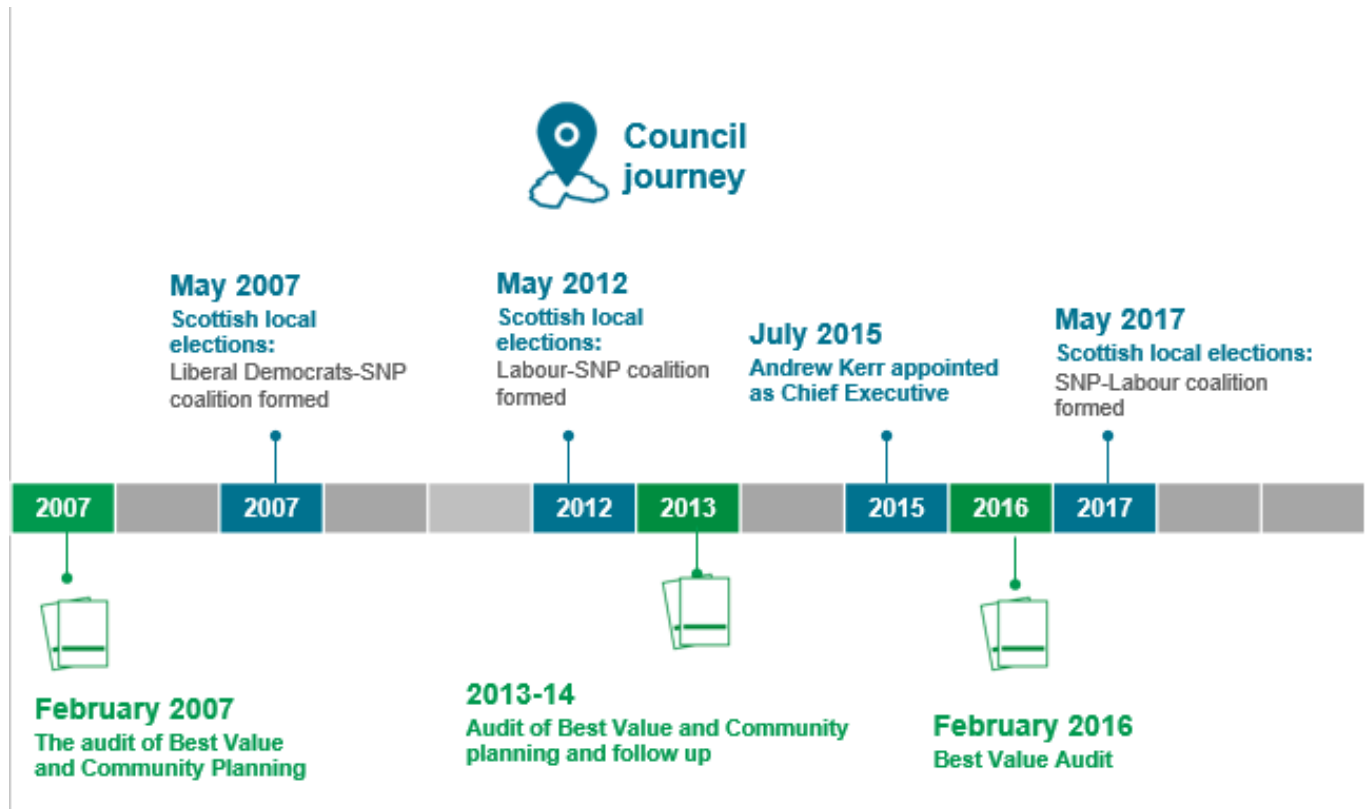
- embed the lessons from effective community engagement activity and clearly communicate the results of, and the council's response to, community consultation (paragraph 110)
- support community groups to complete asset transfers (paragraphs 113-115)

The council should work with the Edinburgh Partnership Board to:

- implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities (paragraphs 101-108)
 - produce progress reports with clear targets, accountable leads and links between the actions taken and the impact on performance (paragraph 108).
-

Appendix

Best Value audit timeline



The City of Edinburgh Council

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Policy and Sustainability Committee

10:00am, Tuesday, 1 December 2020

Mobile Library Service Feasibility Study

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 The Policy and Sustainability Committee is asked to:
 - 1.1.1 Note that planning permission for a new library and early years centre was approved on the 9 of July 2020, which requires the current library to be decanted and demolished by the end of 2020 before building can begin.
 - 1.1.2 Note the current restrictions and challenges placed on community libraries due to Covid 19.
 - 1.1.3 Note the interim options for Ratho library and approve option three, subject to the appropriate risk assessments and health and safety guidance being put in place.
 - 1.1.4 Note that the interim plans for a library service in Ratho will be in place until the new building opens, currently planned for August 2022.

Andrew Kerr
Chief Executive

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Mobile Library Service Feasibility Study Executive Summary

2. Executive Summary

- 2.1 This report outlines the current situation regarding library provision in Ratho due to the planned demolition of the current branch and the building of a new library and early years centre.
- 2.2 It outlines the challenges faced by the Council to continue to provide a library service in line with government guidelines and public health guidance, alongside the key pressure that remains on facilities management.
- 2.3 It proposes that the most suitable interim option to maintain a library service in Ratho during the build of the new library and early years centre is to provide a dedicated mobile library service to Ratho Village.

3. Background

- 3.1 Ratho Primary School's existing nursery does not have the capacity to support the expansion of entitlement to 1140 hours of Early Learning and Childcare. Following an assessment of options on and around the Ratho Primary School site, it was also determined that the physical expansion of the existing nursery building would not provide the required space and that the Ratho Primary School site as a whole is extremely limited due to the gradient of the site. Accordingly, the option to rationalise nursery and library provision into a single building on the site of the existing library building was developed. The existing prefabricated Ratho library building will be replaced with a new state of the art community hub building that includes a library, a larger, purpose built nursery and a flexible community room. The new building and the decant will be fully funded from the Scottish Government Grant secured by the Council to allow expansion of Early Years services.
- 3.2 The programme is in the process of being revised following Ecology survey feedback and discussions with procurement regarding impact of COVID-19 on CEC framework. Accordingly, timetables are subject to change, although it is anticipated that work on site will begin just prior to Easter 2021. However the library is required to be decanted by the end of this calendar year to let intrusive surveys (such as asbestos) take place.

- 3.3 In March 2020 in response to the Covid-19 pandemic, the Council took the decision to close all non-essential buildings, including all libraries and community centres.
- 3.4 The first phase of Library building re-opening was subsequently approved and on Tuesday 6th October six libraries reopened for public use, offering a range of services.
- 3.5 The building work for Ratho Library must progress due to pressure on early years numbers and so the physical library building in Ratho is unable to reopen

4. Main report

- 4.1 The challenge before the City and the Council cannot be underestimated in both the immediate and longer term. The national position regarding Covid-19 continues to evolve. Therefore, any programme arrangements put in place need to have the flexibility to adapt to changing circumstances and Public Health Guidance.
- 4.2 In accordance with Public Health Guidance the six libraries currently open are delivering a reduced service so as to maintain good infection control, and this consists of: returning, browsing and borrowing books, collecting hearing aid batteries, National Entitlement Card (bus passes) applications and access to public computers. A further four libraries are planned to reopen on 14 December.
- 4.3 Before it closed to the public in March 2020, Ratho Library was well used, with overall, 23% (almost 1 in 4) people living in Ratho being active library users. This is well above the Scottish National average of 16%. This is much higher for children and young people age 0 to 15, with almost 60% of children and young people being active users.
- 4.4 73% of active users in Ratho use their card to borrow books, and only 27% use their card to access the Peoples Network only. Ratho library also has one of the highest Issues per capita in the city of 5.9 (Scottish National Average 2.8)
- 4.5 Officers have looked at these statistics, Covid restrictions and Public Health Guidance and have identified that a mobile library is the best option to meet the needs of the village whilst keeping staff and customers safe. Although there are currently talks in place with the community to look at alternative buildings, at this moment the mobile library continues to be the most suitable option. Alongside offering books the mobile library will also be able to supply hearing aid batteries and process National Entitlement Card applications in line with the restricted offer in place in the current open branches. The mobile cannot offer access to computers for self-help service options and so officers will work to identify a way to do this in addition to the mobile (although so far they have been unable to identify a solution).
- 4.6 The Library Access team have scoped out three options to provide a mobile library service to Ratho village to cover the period between demolition of the current building and the opening of the new facility:

- 4.6.1 Option 1: Incorporate Ratho onto the new route for mobile libraries so that they are included as a stop when this starts back up again. This would mean one half hour visit a week. Subject to a health and safety assessment it is thought that to comply with social distancing the mobile will be restricted to one customer at a time.
- 4.6.2 Option 2: The library access services teamwork with the Community to identify a location in the village that a dedicated mobile library vehicle can be left at for one week and then staffed by the regular Ratho library team, and would then be collected at the end of each week to restock and charge.
- 4.6.3 Option 3: The Ratho library team take responsibility for a dedicated mobile library vehicle, which they bring to the village for up to four hours up to four days a week (subject to staff availability) and take back to access services each night to restock and charge. The access team are currently running a range of other services across the city and working towards restarting a mobile library route and so are unable to support the staffing of this mobile. A member of staff from the Ratho library team has already been identified to be able to carry out the role of driving this vehicle so can support this service at least four days a week. This would be the recommended option as it means that Ratho will have regular access to a library service, and the mobile library will be secured at the end of each day at access services.

5. Next Steps

- 5.1 A health and safety assessment on this use of a mobile library has to be completed, along with training for library staff members who do not normally work in the mobile library service. Subject to all relevant permissions and health and safety checks this service can then be in place in early 2021.

6. Financial impact

- 6.1 This proposal will have minimal financial impact. There will be a daily cleaning requirement of FM although staff will carry out regular touch point cleaning throughout the day. Costs for provision of the mobile service will include: fuel, PPE, additional cleaning materials and vehicle maintenance and for the training of one staff member. The staffing costs, fuel and maintenance costs are already costed and accounted for in the current mobile library service budget and all additional costs will be contained within the existing service budget allocation.

7. Stakeholder/Community Impact

- 7.1 Officers will work with the local community and the Community Council to establish the most appropriate space for the mobile library vehicle. The overall proposal will have a positive impact on the community who are active users of their local library.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 None.

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Policy and Sustainability Committee

10.00am, Tuesday, 1 December 2020

Edinburgh Economy Strategy

Executive/routine Wards Council Commitments	Executive All Delivering an economy for all – local jobs, growth and affordable housing
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1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
- 1.1.1 note progress against Edinburgh Economy Strategy priority actions and Good Growth Monitoring Framework indicators during 2019/20;
 - 1.1.2 note actions undertaken and planned as a part of the Sustainable Economic Recovery workstream of the Council Adaptation and Renewal Programme;
 - 1.1.3 approve the new Edinburgh Development Concordat, which sets out ways in which Council services, the development and business communities and representative community organisations can best work together to achieve the development of ‘good places’ in support the city’s sustainable economic recovery;
 - 1.1.4 approve the proposed approach and timescales for the Edinburgh Economy Strategy, with a draft planned for publication in March 2021; and
 - 1.1.5 approve the proposed approaches for engagement with elected members, businesses, communities, and partner agencies in development of the renewed strategy.

Paul Lawrence

Executive Director of Place

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Edinburgh Economy Strategy

2. Executive Summary

- 2.1 This report provides a summary of progress made during 2019/20 in delivery of priority actions taken forward through the Edinburgh Economy Strategy, and on actions delivered since May 2020 to support a sustainable economic recovery throughout the COVID-19 crisis.
- 2.2 The report also outlines proposed next steps which include work to refresh and renew the Edinburgh Economy Strategy in response to emerging challenges and to ensure continued alignment with core Council priorities to tackle poverty, promote sustainability and wellbeing.

3. Background

- 3.1 In [June 2018](#) the City of Edinburgh Council approved the Edinburgh Economy Strategy and a programme of work to enable good growth for Edinburgh's economy. The strategy set out a focus on work to promote inclusion and innovation in Edinburgh's economy, and an approach to delivery built around collaboration between anchor institutions in the city.
- 3.2 As a part of the strategy programme, the Council committed to publishing an annual review of progress towards delivery of the strategy. The second of these annual progress reports was originally scheduled for discussion in June 2020 however this was rescheduled to December 2020 as a result of COVID-19.
- 3.3 On [28 May 2020](#) the Policy and Sustainability Committee approved the establishment of a new Adaptation and Renewal Programme to guide decision making throughout the Council's response to the COVID-19 outbreak and related impacts. Within this programme, a Sustainable Economic Recovery working group was established. Updates on progress on this work have been provided to Committee since May 2020.

- 3.4 Following the [2019 annual progress report](#) officers were asked to identify ways in which wellbeing measures can be incorporated into the strategy, to strengthen the economic aims of this Council, and to make recommendations to the relevant executive committees. An initial report on actions against this motion was considered by the Housing Homelessness and Fair Work Committee in [November 2020](#).

4. Main report

Edinburgh Economy Strategy – Progress to date

- 4.1 In June 2018 City of Edinburgh Council approved the Edinburgh Economy Strategy and a five-year programme of work to enable good growth for Edinburgh's economy. As a part of the strategy programme, the Council committed to publishing an annual review of progress towards delivery of the strategy. The first such progress report was published in June 2019 and set out recommended priorities for action by the Council during 2019/20.
- 4.2 Appendix 1 provides an overview of progress against these priorities, but in summary it can be noted that in the period to end June 2020 progress was made against all seven priority areas agreed for the year including:
- 4.2.1 Support for 2,700 people through Council funded or operated employability programmes, and delivery of 307 workshops run by Business Gateway Edinburgh for new and existing businesses with a total of 3,594 attendees over the last 18 months;
 - 4.2.2 Significant progress across the 24 projects and programmes within the City Region Deal;
 - 4.2.3 Acceleration in delivery of new affordable homes with a record 1,930 affordable homes approved for site start in 2019/20 and £300m of public and private sector funding invested in Edinburgh;
 - 4.2.4 The launch of a new Economic Advisory Panel to support business engagement in the delivery of the Edinburgh Economy Strategy;
 - 4.2.5 Publication of interim findings of the Edinburgh Poverty Commission in June 2020, followed by final reporting published in September, with Council responses to these findings planned for publication in December 2020;
 - 4.2.6 Approval in January 2020 of a new 2030 tourism strategy for the city aimed at ensuring the future success of Edinburgh's tourism industry, and a subsequent Tourism and Hospitality Sector Recovery Plan approved in June 2020;
 - 4.2.7 Significant progress in public consultation towards the development of a new City Plan 2030 and the City Mobility Plan, with clear and important alignment to Economy Strategy priorities, and

4.2.8 Launch of a new Edinburgh Climate Commission and significant progress towards public engagement in development of a new long-term strategy to inform the Council's approach to achieving net zero carbon emissions by 2030.

4.3 Appendix 2 provides an assessment of progress against key city level economic progress indicators included in the Good Growth Monitoring Framework developed for use with the Edinburgh Economy Strategy. The framework shows that:

4.3.1 Prior to the onset of the COVID-19 pandemic, many fundamental features of Edinburgh's economy remained strong. Productivity, new business births, earnings and school attainment data all showed positive and improving trends in the period up to end of March 2020.

4.3.2 For datasets which are available and record progress for the period following March 2020, a more challenging and changing context is apparent. Indicators relating to jobs growth, labour market participation, benefits dependency, and worklessness all showed significant deterioration over the period for which data is available.

Sustainable Economic Recovery

4.4 The Sustainable Economic Recovery working group was established under the Adaptation and Renewal Programme to ensure Edinburgh's economy is as resilient as possible during the COVID-19 crisis and that it adapts, so that people, businesses and communities can thrive in the future.

4.5 Throughout the period since the establishment of the programme, key work to support economic resilience and recovery have included:

4.5.1 Administration and delivery of over £110m of Government funded crisis support and grant schemes for businesses and self-employed citizens in Edinburgh;

4.5.2 Over 50,000 direct communications with businesses ranging from COVID-19 business advice and Licensing and Regulations advice through the Ready Set Go project set up to support local businesses;

4.5.3 Design and delivery of a successor to the Edinburgh Guarantee to support people back into jobs and positive destinations;

4.5.4 Accelerating the building of affordable homes across the city, and sustainable regeneration. Towards this:

4.5.4.1 Teams have been working with contractors across both the housing and operational capital investment contracts to support a safe return to site. Consideration has also been given to supporting appropriate claims for additional contract costs and offering supplier relief in line with Scottish Government guidance;

- 4.5.4.2 Contract award and procurement processes have continued to progress including the renewal of the Council's Professional Services Framework, appointing over 50 consultants to progress key design work for the Council's capital programme in the coming years;
- 4.5.4.3 For Granton Waterfront an Outline Business Case for upfront investment in infrastructure needed to unlock development and the creation of a new vibrant coastal town for Edinburgh and the region is underway and expected to complete autumn 2021. The investment is expected to generate up to 10,640 direct construction jobs, 6,000 indirect jobs and 220+ apprenticeships. A programme of early action projects will bring forward around 600 net zero homes for sale and rent in advance of the wider programme, with works expected on-site from 2022. Ongoing investment in creative enterprise space, active travel and leisure opportunity will ensure health, wellbeing and community wealth building remains at the heart of all proposals;
- 4.5.4.4 Mixed use Programme: progress has been made at Fountainbridge, Meadowbank and Powderhall. There are works on site in each case, with enabling working at Powderhall and Fountainbridge, and the sport stadium well advanced at Meadowbank. Further planning approvals have also been received for the Stables Block at Powderhall and the revised masterplan at Meadowbank. Procurement of a development partner is well advanced at Fountainbridge and underway at Meadowbank. At Powderhall, existing frameworks are being used to advance elements of the project in advance of engaging a private developer(s);
- 4.5.4.5 Edinburgh BioQuarter: The partnership has continued to move forward with the project to develop a Health and Life Science Innovation District. The project has the ability to make a significant contribution to advancing healthcare and will generate significant employment for the region. 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. It was well attended by prospective private sector partners with strong interest from the UK and Europe. The development of the Outline Business Case is in its final stages and it is to be reported to this Committee in February 2021 for approval prior to the formal procurement stages starting; and

- 4.5.4.6 Looking to the future, officers have also started work on the preparation of a Strategic Development and Investment Programme. This work is not being taken forward from a standing start but instead seeks to bring together existing workstreams and programmes to coordinate activity, identify priority areas for investment and to capitalise on synergies that may be identified.
- 4.5.5 Working with the organisations that make Edinburgh a global cultural capital to re-think their programmes and ways of working to adapt to a changed operating environment. Towards this, measures have included:
 - 4.5.5.1 The re-purposing of funds such as Strategic Partners cultural grant, and the new arts and health project fund towards crisis impact mitigation and resilience planning; and
 - 4.5.5.2 Progress and awarding of Diversity and Inclusion Funds to ensure that allocated project resources would still go out to the sector's artists and practitioners to facilitate on-going creative development (with all projects being deliverable in the COVID-19 environment).

Edinburgh Development Concordat

- 4.6 Alongside these actions, work has also been underway during recent months to prepare a new Edinburgh Development Concordat.
- 4.7 The original Edinburgh Planning Concordat was established following the economic downturn in 2008. The Concordat is a tripartite collaborative approach setting out how developers, community councils and the planning authority can work together early at the pre-application stage to achieve good placemaking when a Major or complex Local development is proposed. The Concordat was last revised in 2019 as a streamlined version of earlier concordats and was updated in parallel with the launch of the Council's reformed pre-application advice service.
- 4.8 The members of the Edinburgh Development Forum agreed at their meeting on 30 June 2020, that a more strategic and coordinated response is needed to address economic recovery from the current (COVID-19) pandemic and its likely impacts on the development industry including the way in which our economic landscape will change. While Forum members acknowledged the benefits of the current Edinburgh Planning Concordat, there was support for an Edinburgh 'Development' Concordat promoting a Council-wide corporate approach in recognition of the higher level strategic outcomes and direction drawn from the overriding values and principles of the 2050 City Vision; the specific strategic outcomes from the City Plan and City Mobility Plan including Edinburgh City Centre Transformation and the Council's Economic Recovery Strategy. The key drivers of the new Concordat are based on behavioural qualities such as 'Understanding', 'Collaboration' and 'Alignment' in achieving the outcome of good 'Placemaking'.
- 4.9 From these discussions, a proposed new Edinburgh Development Concordat has been prepared and is provided in Appendix 3.

Edinburgh Economy Strategy

- 4.10 In line with the development of the Council Adaptation and Renewal Programme, it is proposed that work is undertaken over the coming months on the Edinburgh Economy Strategy. This work is in line with the original framing of the Strategy which recognised that such renewal would be necessary over time to ensure that Council priorities and ways of working remained relevant and appropriate and responded to the city's changing economic context.
- 4.11 The context within which economic development activity in the city is carried out has altered significantly during 2020, with further challenges expected throughout the coming years through the combined impacts of COVID-19, economic recession, ongoing uncertainty and changes in trading practices and conditions arising from Brexit, and long term challenges associated with managing transition towards a new, net zero carbon economy.
- 4.12 With regard to current economic conditions, recent analysis by Scottish Government economists notes that:
- 4.12.1 Despite some recovery in recent months, economic output in Scotland remains 10.7% lower than pre-pandemic levels;
 - 4.12.2 Global economic uncertainty remains high, and risks to the outlook are very much skewed to the downside;
 - 4.12.3 Trading conditions remain extremely challenging with many sectors operating at reduced levels of capacity and facing ongoing cashflow challenges;
 - 4.12.4 Labour market conditions show signs of deterioration, with many businesses reporting reductions in staffing levels and downward pressure on wages to adapt to lower levels of demand;
 - 4.12.5 The path for the economy remains fragile, particularly as continued restrictions on business and household activity are required or reintroduced to combat COVID-19; and
 - 4.12.6 Recovery in the medium term is still expected to be gradual with economic activity not expected to return to pre-crisis levels before the end of 2023.
- 4.13 Within Edinburgh, new data available has started to illustrate the early impacts of the COVID-19 lockdowns and related economic recession in the city, showing that:
- 4.13.1 The number of jobs in Edinburgh in June 2020 showed a year on year drop for the first time in over 10 years, falling by 1.7% against a pattern of no net change across Scotland as a whole;
 - 4.13.2 This drop was driven by significant decline in employment in key sectors such as hospitality falling by more than 10% year on year, compared against a 4% drop across Scotland;
 - 4.13.3 The number of unemployed benefits claimants in Edinburgh has risen almost threefold in the period from September 2019 to September 2020, from 6,400 to 18,700 claimants; and

- 4.13.4 Claimant count rates in the city have risen from 1.7% to 5.3% of all working age adults over the same period.
- 4.14 In response to these findings, it is proposed that a process for renewal of the Edinburgh Economy Strategy is undertaken to ensure that Council actions to support the economy:
 - 4.14.1 Are fit for purpose in light of new and challenging circumstances;
 - 4.14.2 Remain strongly aligned to the Council's core priorities of tackling poverty, promoting sustainability, and wellbeing;
 - 4.14.3 Support Council's stated goal to ensure Edinburgh is a net zero carbon city by 2030;
 - 4.14.4 Support Council responses to deliver actions set out by the Edinburgh Poverty Commission to end poverty in Edinburgh by 2030;
 - 4.14.5 Support and refresh the core goals of the existing Edinburgh Economy Strategy to enable good growth in Edinburgh through actions to promote inclusion, innovation; and
 - 4.14.6 Are carried out in strong collaboration and partnership with communities and stakeholders across the city, including employers, investors, workers, and partner agencies.

5. Next Steps

- 5.1 In order to progress the update of the Edinburgh Economy Strategy, it is proposed that a report on the findings from engagement with recommendations for any new aspects to be included in the Edinburgh Economy Strategy is prepared for discussion by the Council's Housing, Homelessness and Fair Work Committee. A similar report will be shared with the Edinburgh Partnership in March 2020.
- 5.2 Policy and Sustainability Committee would then be asked for final approval to any changes to the Edinburgh Economy Strategy and its implementation plans in June 2020.
- 5.3 This timescale allows officers time to prepare and carry out engagement and gather evidence of activity needed to renew priorities and develop new actions for Council delivery. The timescale also balances a need for approval of high priority short term actions, alongside scrutiny by appropriate Committees.
- 5.4 Engagement activity planned for the strategy renewal process includes:
 - 5.4.1 Elected member oversight and support through the Adaptation and Renewal All Party Oversight Group with all party membership extended as appropriate for sessions on the economy strategy;

- 5.4.2 Discussion and engagement with partners, business leaders, and community groups will be carried out online and through existing channels including the Economic Advisory Panel, Edinburgh Development Forum, and the Edinburgh Tourism Action Group; and
- 5.4.3 Wider partner engagement, evidence gathering, and policy development carried out through a series of challenge sessions designed and delivered in partnership with Edinburgh Futures Institute.
- 5.5 Work to consider the Strategy will be led by the Executive Director of Place and ensure close alignment with the Sustainable Economic Recovery workstream of the Council Adaptation and Renewal Programme. Project management will be provided by Strategy and Communications officers, with the support of cross council service leads.
- 5.6 Key issues to be addressed through this engagement process will include assessing the next steps needed to ensure that Edinburgh's economic renewal:
 - 5.6.1 Offers fair work that provides enough for people to live on;
 - 5.6.2 Builds on best practice in relation to economic wellbeing and Community Wealth Building, so that economic opportunities benefit everyone in the city;
 - 5.6.3 Delivers on the city's green economy potential to build a thriving, prosperous, zero net carbon city;
 - 5.6.4 Provides opportunities to progress and employability support that responds to ongoing structural changes in the labour market;
 - 5.6.5 Is supported by an entrepreneurship ecosystem fit for purpose to encourage new business growth and start-up through recovery, and
 - 5.6.6 Is driven by the city's digital economy assets and opportunities.

6. Financial impact

- 6.1 Actions in this report can be taken forward within existing agreed budgets. Any additional impacts arising will be considered as part of future reports to Policy and Sustainability Committee.

7. Stakeholder/Community Impact

- 7.1 Details of stakeholder and community engagement in delivery of a renewed economy strategy are outlined in the main report section and will be considered as part of future reports to Policy and Sustainability Committee.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1: Summary of progress against 2019/20 priorities
- 9.2 Appendix 2: Good Growth Monitoring Framework 2020 update'
- 9.3 Appendix 3: Edinburgh Development Concordat

Appendix 1: Summary of Progress against 2019/20 priorities

Priorities 2019/20	Progress
<p>Launch of a new Economic Advisory Panel to support business engagement in the delivery of the Edinburgh Economy Strategy;</p>	<p>In June 2019, the Housing and Economy Committee approved the Edinburgh Economy Strategy annual report and the launch of a new Economic Advisory Panel.</p> <p>A report approving membership and remit of the new panel was approved by the Housing, Homelessness and Fair Work Committee in August 2019. The panel has met 3 times during 2020 to date, with discussion on wide ranging issues covering fair work, low carbon economy, impacts of Covid-19 on business and key sectors, and planning of activities for development through the Sustainable Economic Recovery workstream of the Council Adaptation and Renewal Programme.</p>
<p>Responding to and acting on the recommendations published in 2019 by the Edinburgh Poverty Commission;</p>	<p>Interim findings of the Edinburgh Poverty Commission was reported to the Policy and sustainability committee in June 2020. This was a short report providing initial findings on the impact of the COVID-19 outbreak on poverty in Edinburgh, and reflections on responses needed to mitigate that impact. The final Edinburgh Poverty Commission report that set out the long-term actions needed to end poverty in Edinburgh was reported in October 2020, with Council responses to these findings planned for publication in December 2020</p>
<p>Delivering a programme of employability and skills support for 5,000 Edinburgh citizens and families;</p>	<p>The number of people that have participated in Council funded or operated employability activities over 2019/20 was 2,675. Participants accessed a range of employability programmes, from the Scottish Government's No One Left Behind funded Activity Agreement Hubs, Next Step employability service to All in Edinburgh supported employment and Encompass complex needs employability provision.</p> <p>Changes have been made to the delivery of Edinburgh's employability programme services in 2020/21 in light of the disruption caused by the Covid-19 pandemic. As reported to Committee in November 2020 options for future development of the programmes have been made which include creating more internship opportunities and developing direct progression routes into Modern Apprenticeships.</p> <p>Business Gateway Edinburgh have run a total of 307 start up and existing business workshops with 3,594 attendees over the last 18 months. Due to Covid-19 restrictions we pivoted to delivering this programme remotely in April 2020 and since then 102 of these workshops were delivered digitally as webinars to 1,198 attendees.</p>
<p>Continuing implementation of the Edinburgh and South East Scotland City Region Deal;</p>	<p>As reported to committee in 4 Sept 2020 there has been significant progress across the 24 projects and programmes within the City Region Deal.</p> <ul style="list-style-type: none"> • 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). • £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.
<p>Delivering a new strategy for a sustainable tourism sector in Edinburgh;</p>	<p>On 21 January 2020, the Council endorsed a new tourism strategy for the city. The strategy was a fundamental shift in policy from generating growth to managing the continued success of our tourism industry for our people, environment and sense of place. The outbreak of COVID 19 has meant that the action planning process on the back of the Tourism Strategy publication was paused as the sector responds to the impact of the pandemic.</p> <p>On 11 June 2020 a report on the Tourism and Hospitality Sector Recovery Plan was considered and Committee subsequently approved a new recommendation on how the council will support the recovery of tourism and hospitality in Edinburgh. At the national level, a tourism strategy was also published in early 2020, but recovery plans have dominated. A Scottish Tourism recovery taskforce was established to focus on: recovery, investment and stimulating demand.</p>

<p>Transforming our city with new visions and new plans for the city centre, transportation, planning and development;</p>	<p>A large public consultation took place between January and April 2020 as part of the Choices for City Plan 2030 and the Draft City Mobility Plan City. Over 1,400 responses were received for Choices and over 1,800 for City Mobility Plan. This was a more than previous consultations on these types of plan. The Choices for City Plan 2030 sets out our proposed options for changes to policies in our next local development plan. The key messages from the engagement activity and next steps for the City Mobility plan were discussed in a report to committee on the 1 October 2020. Both plans are expected to be reported in 2021.</p> <p>Within the period 2019/20 1,930 affordable homes were approved for site and £300 million of public and private sector funding was investment in Edinburgh.</p>
<p>Continuing with the development of key strategic sites across the city;</p>	<p>Many of the key strategic sites across the city passed significant project milestones:</p> <p>The Edinburgh BioQuarter will be a new urban neighbourhood with a mix of commercial space, homes for 20,000 people, and retail and leisure space. A prior information notice for the appointment of a development partner was published by the project team in June 2020. A 'Bidders day' was held in September 2020 and the project remains on track for the full procurement process to commence in Q1 2021.</p> <p>Fountainbridge will see a further 436 homes; 4,200 sqm retail space; and 10,827 sqm office space added to the city. Officers have continued to move forward with the procurement of a partner to advance the sites development strategy with selection expected in late 2020. Engagement with the local community representatives has been maintained and the enabling works on the site are underway so that the site is ready to develop.</p> <p>The Granton Waterfront Development Framework was approved in February 2020. The Outline Business Case for upfront investment in the infrastructure needed to unlock the development is expected to be completed in spring 2021, with the bulk of work on-site commencing from 2022 onwards. Planning permission for the refurbishment of Granton Station was granted in October 2020 and work is scheduled to commence on site in Q1 2021. A PAN for the development of circa 450 flats at Western Villages was submitted by the Council in March 2020 with a full application to follow.</p> <p>The Powderhall mixed use development continues to progress with the planning application for the refurbishment of the former stable block recommended for approval, with a determination date of 11th November 2020. Funded by the Scottish Government's Regeneration Capital Grant Fund and the Council's City Strategic Investment Fund, the Powderhall Stables project will restore a category B-listed 1890s former stable block at 165 Broughton Road, bringing it back into use as modern work and events space. This will be the first phase of development on the site followed by the new early years building. Progress continues in parallel to develop a masterplan and appoint a contractor/developer to deliver around 200 new mixed tenure homes on the remainder of the site.</p>
<p>Delivering investment in new infrastructure for culture and sport; and</p>	<p>A masterplan for the Meadowbank site surrounding the sports centre was approved in October 2020. The masterplan proposes 596 homes of which at least 35% will be affordable along with space for a GP surgery and other commercial and community units. The proposal includes an integrated transport strategy that seeks to minimise car use and promote sustainable forms of travel along with an integrated greening strategy that delivers communal and private greenspace to encourage biodiversity and maximises tree retention. Construction of the new Sports Centre is ongoing and is set to complete in mid-2021.</p>
<p>Launching a new long-term vision for a sustainable Edinburgh.</p>	<p>In May 2019, the Council set an ambitious target for the city to become net-zero by 2030. As part of the sustainability programme, which was subsequently developed, the Policy and Sustainability Committee agreed a 'Short Window Improvement Plan' (SWIP) in October 2019. The plan looked across the work of the Council and identified a set of actions which the Council could initiate within a short timeframe, in order to immediately improve the organisation's approach to sustainability.</p>

	<p>As such, the SWIP represents additional action on sustainability which complements the mainstreaming of the carbon target into major programmes already underway and in development across the organisation. These wider programmes were described in the sustainability programme update provided to committee on 23 July and include – decarbonising transport; city development; sustainable urban regeneration; housing; citizen engagement; and innovation through participation in the Climate KIC Healthy Clean Cities Deep Demonstrator programme.</p> <p>This wider activity will help inform the Council contribution to a city-wide 2030 sustainability strategy which is currently being developed with partners. The strategy will draw on the Council’s programme of sustainability-focused engagement with citizens and partners, including a Youth Summit held in February 2020, the launch of Edinburgh Talks Climate (an online citizen dialogue which will continue into autumn 2021), and a civil society online engagement event held in late summer 2020. Further engagement is planned over the coming months and as part of formal consultation on the sustainability strategy.</p> <p>Public consultation on a draft strategy is planned to take place in spring/summer 2021 ahead of the final strategy being formally launched in autumn 2021 to coincide with Cop26 being hosted in Scotland. An update on the strategy’s development, including outline strategic priorities, will be brought to Committee in December 2020.</p> <p>The strategy will guide Council and city partner action on climate change in pursuit of the net-zero by 2030 ambition. A proposed approach to tracking progress on the 2030 target, including baseline scope and reductions trajectories to 2030, will be brought to Committee in December, ahead of the first progress report on the new target due in March 2021.</p>
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Appendix 2: Good Growth Monitoring Framework 2020 update

Notes: Latest data updated in October 2020 with following exceptions:

Financial wellbeing – resident financial position indicators not updated due to Edinburgh People Survey being discontinued.

Unemployment rate – indicators on unemployment not updated due to observed discrepancy in reported trend.

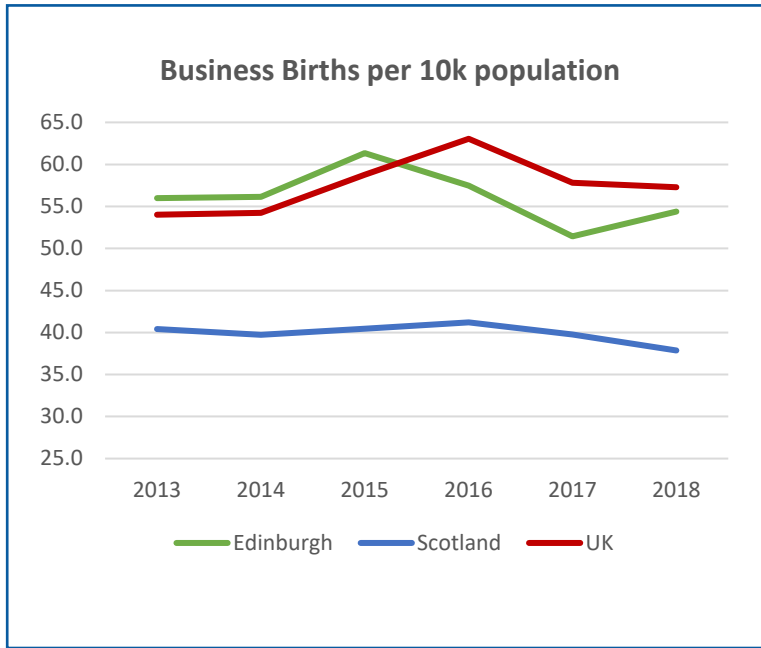
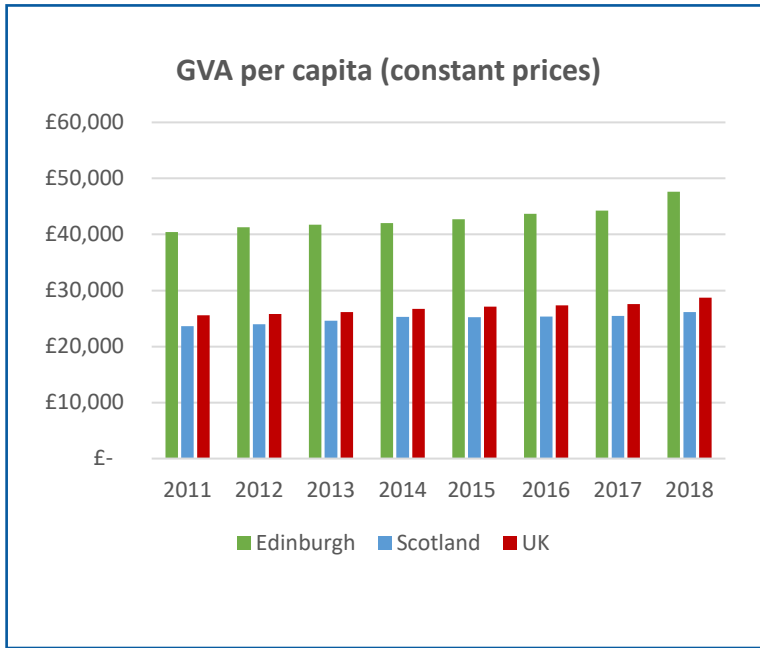
Child Poverty – ward level breakdown was not available.

Job Security – resident job prospect indicators not updated due to Edinburgh People Survey being discontinued.

	<i>Indicator</i>	<i>Latest data</i>	<i>Scotland comparison</i>	<i>UK comparison</i>	<i>Change on last period</i>
Productivity growth	GVA per capita	£47,631.00	Positive	Positive	Improving
	GVA per hour worked (index, 2016=100)	102.76	n/a	n/a	Improving
Jobs growth	% change in Employees in employment per annum	-2%	Negative	Negative	Deteriorating
Earnings growth	Median gross weekly earnings	£622.80	Positive	Positive	Improving
New business births	New business births per 10,000 residents	54.4	Positive	Negative	Improving
Social Enterprise growth	Number of social enterprises per 10k population	n/a	n/a	n/a	n/a
Child poverty	% of children living in a low-income household	19%	Positive	Positive	Improving
	Gap - highest to lowest ward (percentage points)	n/a	n/a	n/a	n/a
Benefits dependency	Claimant count rate	5.1%	Positive	Positive	Deteriorating
Financial wellbeing	% of residents who say their financial position has improved in the past 12 months	20%	n/a	n/a	n/a
	Gap - highest to lowest ward (percentage points)	10	n/a	n/a	n/a
Workers earning below living wage	% of workers who earn below the LWF hourly rate	18%	Positive	Positive	Improving
Unemployment rate	Unemployed residents as a % of economically active population aged 16-64	n/a	n/a	n/a	n/a
	Unemployment gender gap - pc points (male - female)	n/a	n/a	n/a	n/a
Employment rate	Employed residents as a % of all residents aged 16-64	75%	Positive	Negative	Deteriorating
	Employment rate - gender gap	11	Negative	Positive	No change
	Ethnic minority employment rate	60%	Positive	Negative	Improving
Labour market participation	Economically active residents as a % of all residents aged 16-64	77.5%	Positive	Negative	Deteriorating
	Participation rate - gender gap	7	Positive	Positive	Improving
Worklessness	% of households with no adult in employment	15.0%	Positive	Negative	Deteriorating
Job security	% of residents who feel confident about their job prospects	63%	n/a	n/a	n/a
	Gap - highest to lowest ward (percentage points)	20	n/a	n/a	n/a
Employment in high skilled occupations	% of workers in managerial, professional and technical/scientific occupations SOC 1-3	56%	Positive	Positive	Deteriorating
Job market polarisation	Ratio of workers in high skilled occupations to workers in mid skilled occupations	2.50	Negative	Negative	Improving
School attainment	% of all leavers achieving 5 or more awards at SCQF Level 6 or higher	40%	Positive	n/a	Improving
	Attainment gap, SIMD 5 to SIMD 1, leavers achieving 5 or more awards at level 6 or higher	43%	Negative	n/a	Improving
Positive school leaver destinations	% of all school leavers in positive initial destination	95.00%	Equal	n/a	Improving

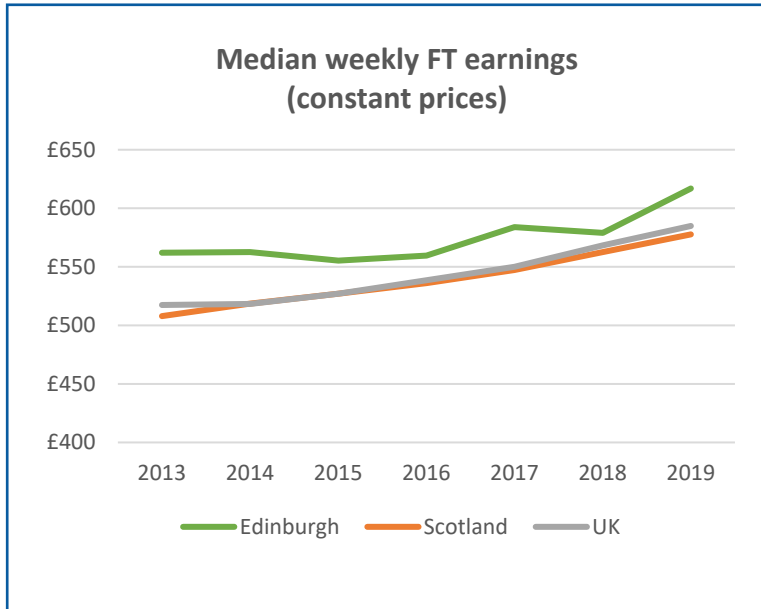
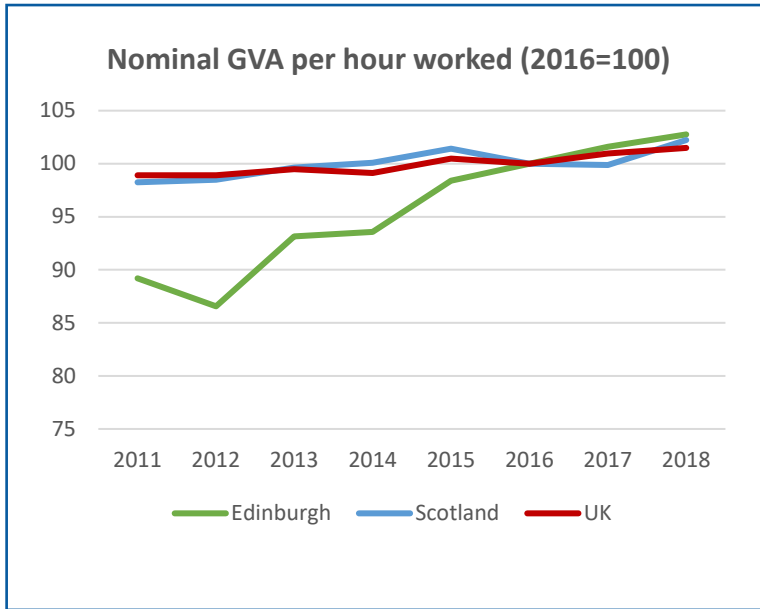
Productivity Growth

- Output per capita in Edinburgh in 2018 was £47,631 a 2.8% increase on 2016.
- The increase in output per capita from 2016 to 2018 in Edinburgh was higher than Scotland 2.2% and UK 1.5%.
- Edinburgh's productivity growth in 2015-18 was relatively flat in comparison to 2012-15. Whereas, productivity in the UK and Scotland has remained fairly static since 2011.



Business Growth

- New Business births per 10,000 population in Edinburgh was at 54.4.
- Since 2015 there was a decline in new businesses in Edinburgh but it increased again in 2018



Earnings Growth

- The gap between Edinburgh earning levels and earnings in Scotland and the UK has shrunk over time. Edinburgh earning growth was slow 2013-16, but then picked up towards 2019.

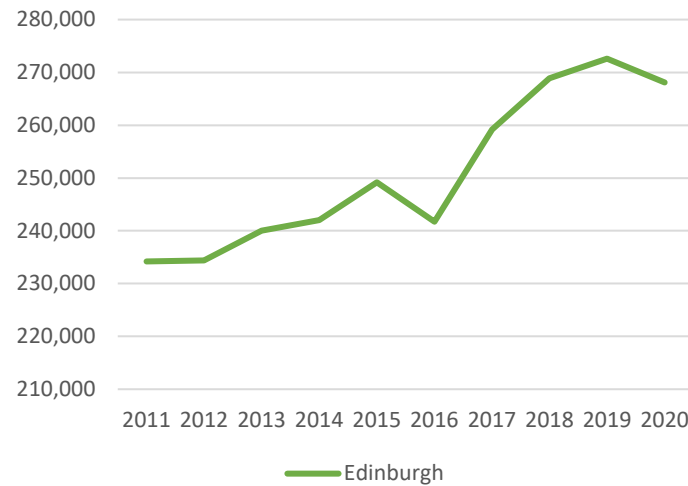
Jobs Growth and Employment

- There were 268,100 residents in employment in the 12 months to June 2020 in Edinburgh.
- This represents a fall of 1.7% in Edinburgh compared to last year. There was over that same period no change in Scotland (-0.1%) and an increase in the UK (1.1%).

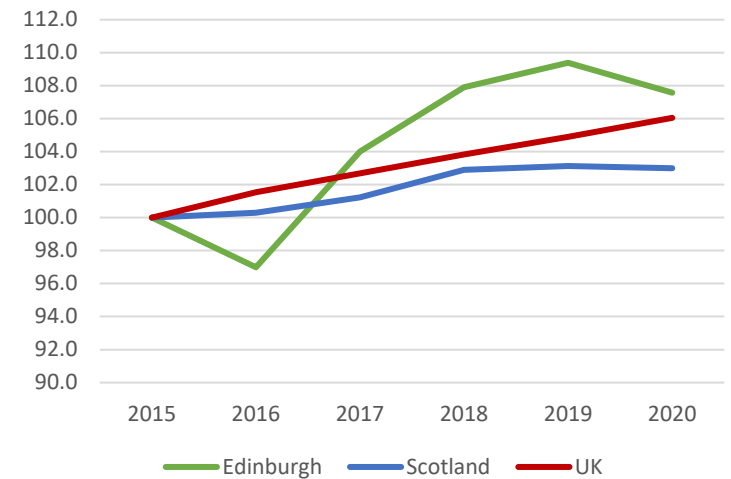
Gender gap

- The size of the gender gap in employment has decreased over time in Edinburgh, Scotland and the UK. The gender gap over 2015-2018 was 9.1%-points in Edinburgh, this compares to above 12%-points in 2010-2013.
- The participation rate gender gap in Edinburgh has also narrowed over time since 2010-2013, but slowly increased since 2014-2017.
- The participation rate gender gap has fallen over successive period for the UK and Scotland.

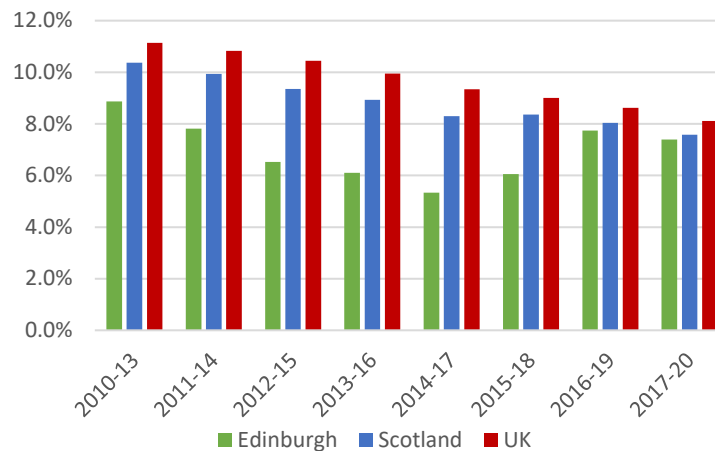
Residents in employment



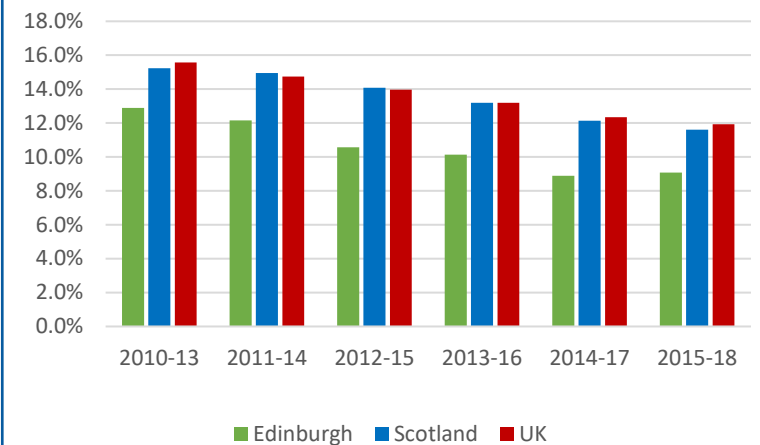
Residents in employment (index, 2015=100)



Participation rate gender gap (% points male above female participation rate)



Employment rate gender gap (% points male above female employment rate)



Unemployment

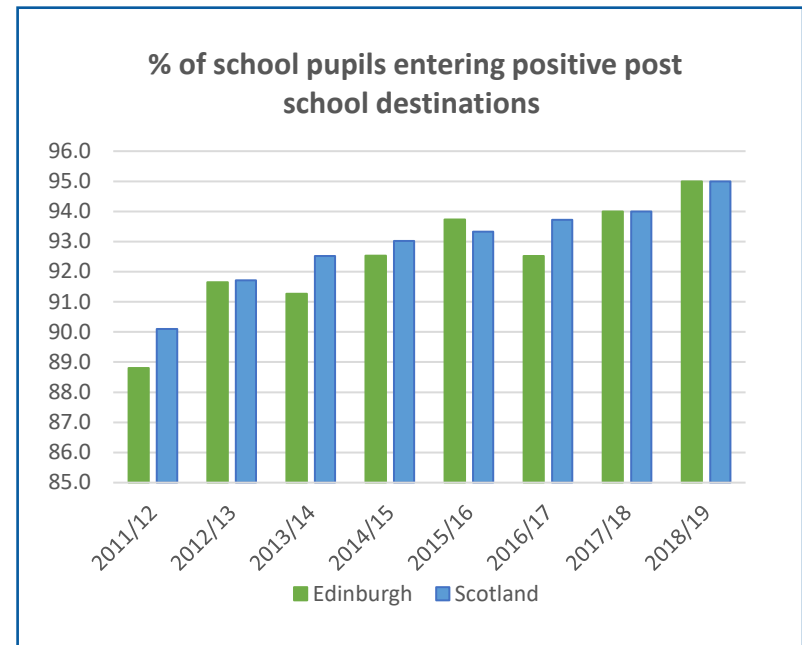
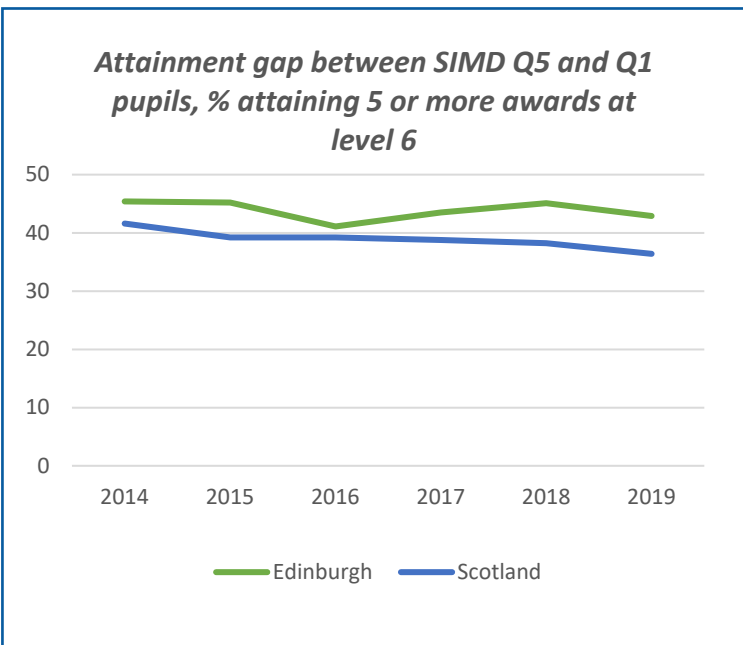
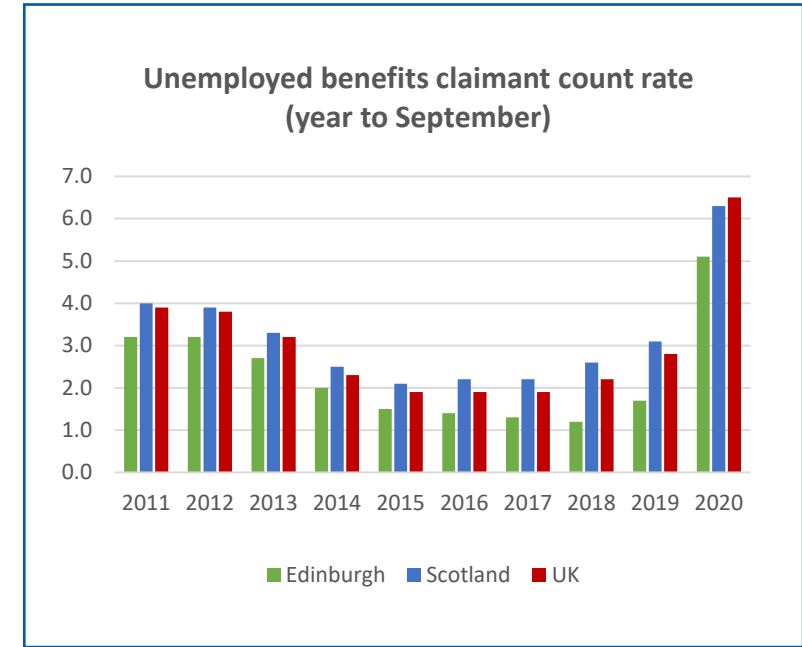
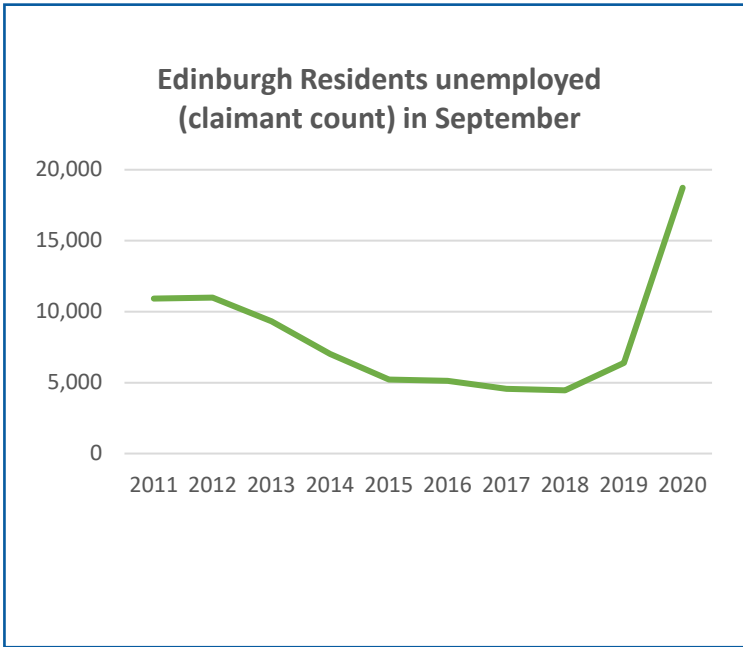
- Edinburgh’s unemployment measured by the claimant count increased to 18,730 in September 2019, up from 6,380 in September 2018.

Benefits dependency

- The claimant count rate in Edinburgh for those on unemployed benefits was 5.1%. In September 2020 the claimant count rate was 6.3% in Scotland and 60.5 in the UK. This compares to 6.3% in Scotland and 60.5 in the UK.

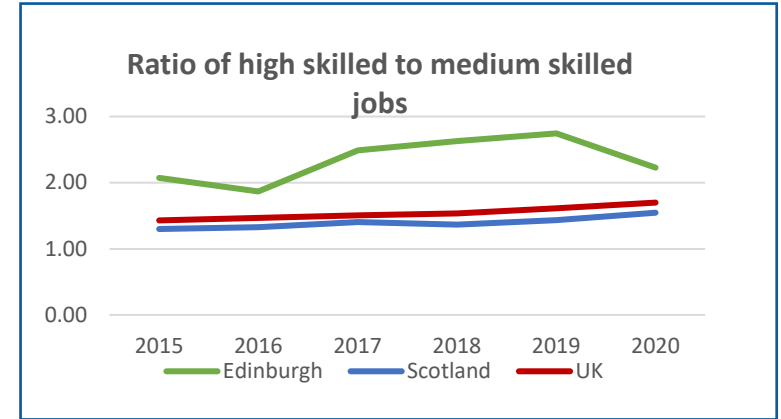
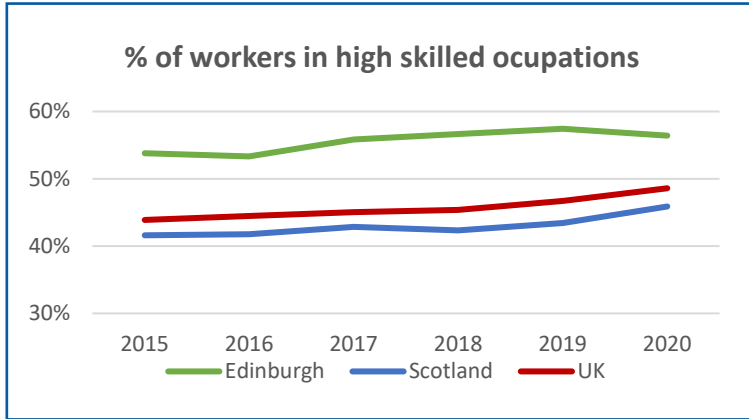
School attainment and positive destinations

- Edinburgh’s attainment gap between the top and bottom SIMD quintiles had shown little change over time.
- Relative to Scotland there has been some small narrowing of the gaps especially from 2017-2019.
- Edinburgh has improved the rate of school pupils entering positive destinations over time rising to 95% in 2018/19.



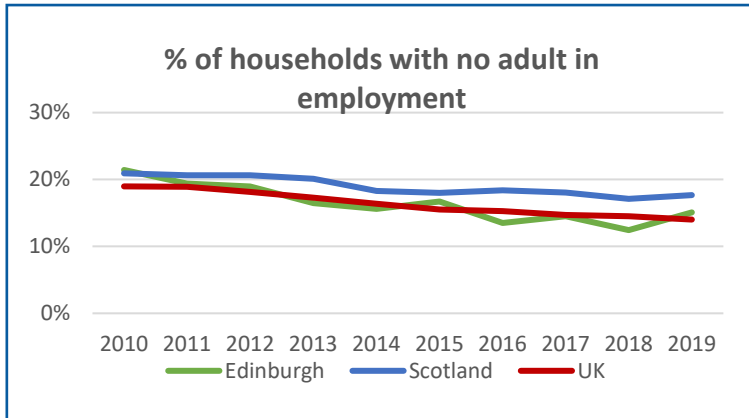
Employment in high skilled occupations and job market polarisation

- Labour market polarisation increased in Edinburgh during the 12 months to June 2020 from 2.75 to 2.23
- This may have been caused by a combination of rising mid-skill jobs and a decline in high skilled occupations in the city.



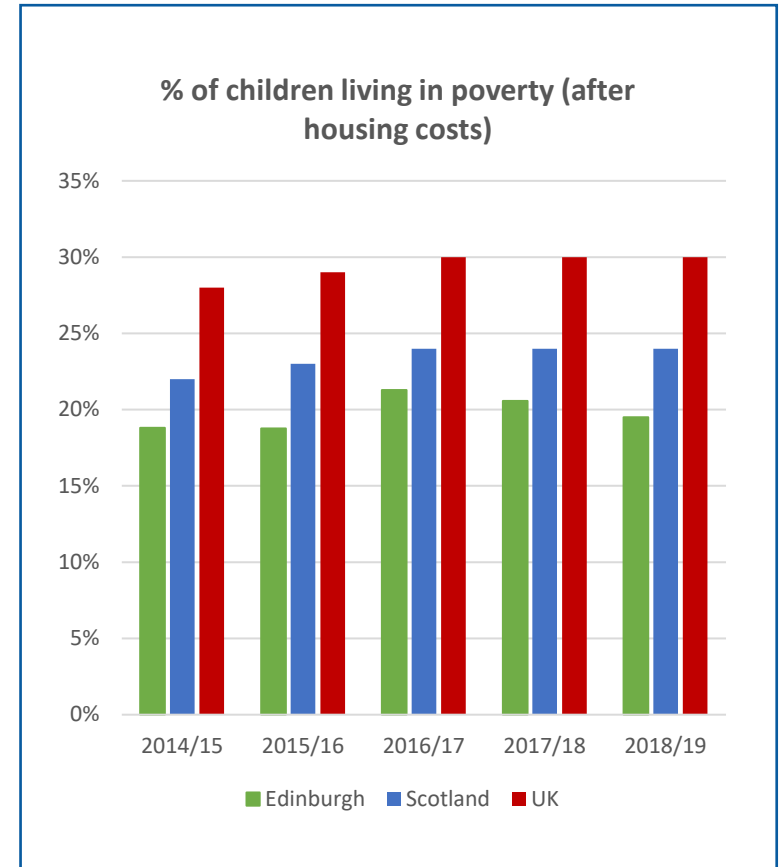
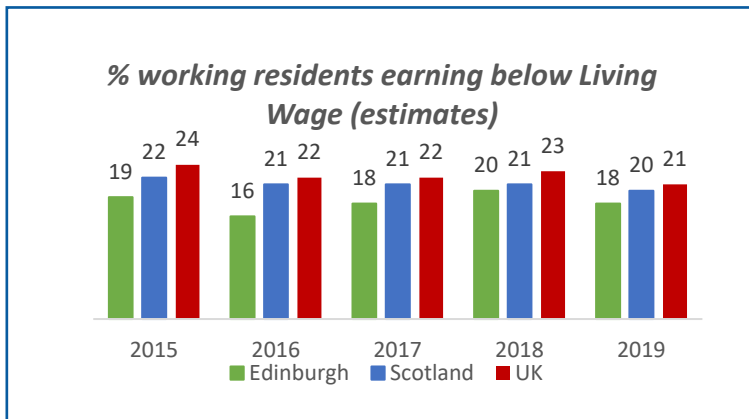
Worklessness

- The proportion of households not in work has declined relatively more in Edinburgh than in the UK and Scotland falling to 15% in 2019.



Living Wage

- The threshold of the living wage in 2019 was £9.30 and increase from £9.00 in 2018.
- It is estimated that in Edinburgh 18% of working residents are earning a wage below the living wage. Lower than Scotland and UK, but no large changes over time.



Child Poverty

- Child Poverty rates are 19% in Edinburgh lower than Scotland and UK, but little change over time is observed.

The Edinburgh 'Development' Concordat

Draft NEW CONCORDAT – post (COVID-19) / economic recovery 2020

V.04 September 2020

1 **Introduction and wider context:***'(COVID-19) pandemic, impending recession and our economic recovery'*

1.1 This Concordat is a working document which sets out how developers and businesses, representative community organisations and the Council's development functions can work together to achieve good placemaking development proposals. This Concordat recognises the requirement for flexibility and adaptability and advocates a more continuous tripartite agreement between the public, private and community sectors from pre-application discussions through to post decision engagement, to ensure expectations are managed and met. The scope of this concordat has been widened to involve wider development functions of the Council such as 'Building Standards', 'Road Construction Consent', 'Licensing', 'Environmental Health' and 'Legal Services' where applicable, to ensure a whole Council approach as an enabler of development.

1.2 This Concordat replaces earlier concordats and recognises the need for agility, flexibility and collaborative engagement between Council services, the development and business communities and representative community organisations in the wake of the (COVID-19) pandemic and the need to address the City's economic recovery.

2. **'WHO' is the new Edinburgh Development Concordat for?***'a tripartite agreement between the Council, development industry and local communities'*

- (i) The City of Edinburgh Council development functions
- (ii) The development and business sectors
- (iii) The local communities of Edinburgh

3 **Concordat Roles:**

3.1 **Overall Role:** The Edinburgh Development Concordat is based on principles around behaviours based on how we are going to understand, appreciate and work better with one another. Qualities such as 'Understanding', 'Collaboration' and 'Alignment' in achieving the outcomes of good 'Placemaking' and 'Economic Growth' are actively encouraged amongst all members.

- 3.2 **Developers** are encouraged to promote the value of early and meaningful engagement including post planning decision engagement with community councils in shaping and realising development proposals. Within this context, the [changes to pre-application consultation proposed by the Scottish Government: consultation](#) should be recognised.
- 3.3 **Community** organisations are encouraged to promote the vital role in representing the views of the wider community when new developments are proposed and to work collaboratively with developers from pre-application through to post planning decision.
- 3.4 **Council** will promote the ways that developers and representative community organisations can engage with each other and will promote a "whole Council approach" as an enabler of development to promote and facilitate a more continuous "end to end" approach taking in all of the development functions of the Council throughout the whole development process. A 'fit for purpose' enforcement regime will help ensure a consistency of regulation and further promote the "whole Council approach".
- 3.5 To achieve this, the **Council** will promote greater awareness and alignment amongst all of its development functions and the new ways of working required to actively contribute and uphold the principles of the concordat. It is however, important to recognise and respect the independence of regulatory roles of each of the Council's development functions including, the autonomy that the planning authority must take in reaching planning decisions affecting all interests openly, impartially, with sound judgement and for justifiable reasons.
- 4 **'WHY' we require the 'Edinburgh Development Concordat'**
- 'Introduction'*
- 4.1 Edinburgh remains a city of growth but, now, in the wake of the (COVID-19) pandemic, faces even greater challenges to provide homes and jobs for our communities. Protecting Edinburgh's heritage assets and retuning its economic profile to that of previous levels is a key priority for years to come. In doing so, the plan-led system in Scotland is used to make decisions about the future developments of our areas and is used to balance different interests to make sure that land is used and developed in a manner that creates high quality, sustainable and inclusive places to live, play and work. It is recognised that not everyone wants change/developments in their own area and tensions can rise. However, before change is proposed, experience has shown that when developers, communities and the local authority work constructively together, better places can be created. Getting the balance right is difficult but important.

‘Strategic Outcomes and Direction’

- 4.2 The values and principles of the 2050 Edinburgh City Vision are the cornerstone guiding Edinburgh’s social and economic recovery and delivering radical change and strategic outcomes that Edinburgh’s public, partners and stakeholders desire. The City Vision provides clear aspirations for what the city is looking to achieve and will help to create a coalition of communities across city stakeholders committed to delivering on the city vision principles and supporting one another in embedding these within their own strategies and values.
- 4.3 The 2030 City and Mobility Plan’s and the City Centre Transformation Project will support the 2050 Edinburgh City Vision to bring about good growth, support health and wellbeing, the provision of the right types and quality of new homes and neighbourhoods with increased affordability, promote sustainable, safe and attractive accessible options for moving people and goods around the city and enable sharing in the economic success of the city.
- 4.4 These outcomes reflect Edinburgh’s objectives to address the impact and challenges of climate change, to be carbon neutral by 2030, to build 20,000 new affordable homes before 2027, to transform our city centre and rebalance space in the city from private vehicles to active travel and public transport while supporting business, innovation, learning and culture.
- 4.5 The Councils Adaptation and Renewal Programme looks to ensure the Council and the City prepares for the City’s longer-term renewal. The programme is built from the Council’s agreed priorities of Sustainability, Poverty and Wellbeing and be guided by the principles set out in the 2050 City Vision.

5. **‘HOW’ will the new Edinburgh Development Concordat work?***‘Behavioural benefits of aligning understanding and collaborative working’*5.1 Benefits for developers and businesses

- to signal that the Council remains open for business
- to establish the benefits of early and post decision engagement
- to establish the coordinated involvement of wider development functions of the Council within this engagement process
- to encourage and ensure transparency, collaboration and alignment in recognition of the values and principles of the 2050 City Vision and the economic value in developing ‘good places’.
- to ensure expectations are managed and met

5.2 Benefits for the City's communities

- to ensure early participation and post-decision engagement in the processes involved within the Council's development functions
- to reduce information and process uncertainty
- to ensure that meaningful pre-application consultation (PAC) is delivered through the planning process
- to encourage and ensure transparency, collaboration and alignment in recognition of the values and principles of the 2050 City Vision to achieve the development of 'good places'.

5.3 Benefits for Council

- to promote a culture of continuous improvement
- to demonstrate added value
- to better understand and manage expectations
- to promote better understanding and alignment within Council's wider development functions as a proactive enabler of development.
- to encourage and ensure transparency, collaboration and alignment in recognition of the values and principles of the 2050 City Vision to achieve the development of 'good places'.

Policy and Sustainability Committee

10.00am, Tuesday, 1 December 2020

Short Term Lets: Scottish Government consultation on a licensing scheme and planning control areas in Scotland

Executive/Routine Wards Council Commitments	Executive All 12
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1. Recommendations

- 1.1 It is recommended that committee notes the response submitted to the Scottish Government's consultation and the next stages in implementing licensing and planning controls.

Paul Lawrence

Executive Director of Place

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Short Term Lets: Scottish Government consultation on a licensing scheme and planning control areas in Scotland

2. Executive Summary

- 2.1 This report provides an update on the response submitted to the consultation on the regulation of short term lets by the Scottish Government and a summary of the next stages.
- 2.2 The consultation put forward a proposed system for regulating short term lets through a mandatory licensing system along with the introduction of planning control areas.
- 2.3 The proposals set out by the Scottish Government broadly align with the approach that the Council intends to take in order to tackle the issues caused by short term lets in Edinburgh. The report highlights key aspects of the consultation proposals and identifies how this fits the Council's intended approach.

3. Background

- 3.1 The consultation sought views on the Scottish Government's detailed proposals for the regulation of short-term lets which will form the basis for secondary legislation to be laid in Parliament in December 2020. The target date for implementation of regulations is April 2021. Comments on the proposals were submitted by the closing date of 16 October 2020.
- 3.2 The submitted comments have been shared for their respective interests through business bulletins for the Housing, Homelessness and Fair Work Committee, Planning Committee and Regulatory Committee.

4. Main report

Scope

- 4.1 The Scottish Government's consultation paper set out three key areas of proposal:
 - 4.1.1 the definition of short-term lets;
 - 4.1.2 the establishment of control areas under the Planning (Scotland) Act 2019;
and

4.1.3 the establishment of a licensing scheme under the Civic Government (Scotland) Act 1982.

- 4.2 It should be noted that the third element of the Scottish Government's actions to address short-term lets issues - the review of tax treatment - is being progressed separately and was outside the scope of this consultation.

Definition

- 4.3 In its liaison with the Scottish Government, the Council has encouraged the use of a common definition for Planning and Licensing purposes and sought a criteria-based approach. The sharing of information and experience had identified particular loopholes and the need to be clear about the definition of house and flats. The Scottish Government's proposed definition addresses these points.
- 4.4 The definition of a "primary residence" has been an important factor in enforcement activity to date and the Council's response has sought further clarity on this issue.

Short Term Lets Control Areas (STLCA)

- 4.5 The proposed STLCA regulations would allow planning authorities to designate all or part(s) of their area as a control area. Within such a designated area, the use of a dwelling house for secondary letting will always be deemed to involve a material change of use and requires planning permission. Outside such areas, the current case-by-case consideration would continue to apply. This is consistent with the Council's desire to have a method of managing high locational concentrations of short-term let properties and clarifying the planning process for such changes of use to bring a simpler approach.
- 4.6 The Council's response has sought further clarity on, and made suggestions about, certain technical aspects of the planning permission process proposed by the Scottish Government, the use of permitted development rights and encourages the early publication of procedural guidance on the designation of a STLCA to allow the Council to progress with its own proposals.

Licensing Order

- 4.7 The Scottish Government's proposals largely address the Council's previous requests for regulatory powers to identify where and how short-term lets can operate and to regulate their operation to address safety issues. The Scottish Government proposes that the licensing system be delivered by local authorities, but the regulations will specify the mandatory and other possible conditions for the licence. Local authorities will have the power to introduce licensing conditions from a menu of options to address local issues of concern.
- 4.8 However, it should be noted that the Scottish Government's proposals do not allow the licensing system to control the numbers of short-term let properties by imposing a cap or limit. Rather, it is the STLCA which is the tool for managing high concentration of short-term let properties. It is the Scottish Government's view that to introduce a specific power in licensing to cap numbers of short-term lets could lead to unintended consequences.

- 4.9 The proposals also address a key Council principle about ensuring a joined-up Planning and Licensing approach by including a mandatory condition for licence applications which would require the host to confirm that they have applied for, or obtained planning permission (if required), that it remains current and that they are complying with any planning conditions.
- 4.10 The Council's response has sought further clarity on, and made suggestions about, certain potential operational issues, including whether the licensing authority can refuse to consider a licence application until the result of a planning permission application is approved and the impact on a licence granted if planning permission is subsequently refused.

5. Next Steps

- 5.1 The next steps in Planning terms will be to consider the identification of an area or areas in the city to be proposed for designation as Short Term Lets Control Area and to consider the planning policy basis to support the assessment of proposals to change the use of properties for short-term let purposes. The proposal for this was included in the consultation on the City Plan 2030 Choices Report which took place earlier in 2020.
- 5.2 The next steps in preparing a Licensing scheme for the city will be to consider the discretionary conditions which would supplement mandatory conditions to address local issues of concern and to identify a timescale for implementing the licensing scheme. This needs to be in line with the Scottish Government's proposal that all local authorities must have a live licensing scheme open to receive licensing applications by 1 April 2022.
- 5.3 It is proposed that the existing Member-Officer Working Group on Short Term Lets be used to develop a joined-up approach for the implementation of proposals.

6. Financial impact

- 6.1 There is no immediate financial impact arising from the response to the Scottish Government's consultation paper.
- 6.2 The costs arising from processing licence and planning applications would normally be expected to be contained within the income from application fees.
- 6.3 Planning application fee rates are set nationally by the Scottish Government and are currently under review.
- 6.4 It is expected that Licence fee rates for short term lets will be determined locally by the licensing authority and set on a cost recovery basis for the licensing system.

- 6.5 Alongside a programme to implement a new licensing system for short term lets, the Council will need to give detailed consideration of the resources required to effectively implement these changes. The assessment of this will set out whether the likely implications of this can be contained within existing budgets or if there is likely to be a revenue impact of the changes. The outcome of this will be reported to Committee in Spring 2021.

7. Stakeholder/Community Impact

- 7.1 Members of the Member-Officer Working Group on Short Term Lets were consulted on the draft response to the Consultation Paper.
- 7.2 Using social media, the Planning and Licensing services have promoted the Scottish Government's consultation to encourage community input direct to Scottish Government.

8. Background reading/external references

- 8.1 The consultation paper is available online at <https://consult.gov.scot/housing-services-policy-unit/short-term-lets-licensing-scheme/>

9. Appendices

- 9.1 Appendix 1 – City of Edinburgh Council response to the Consultation Paper

Questions

1 Please identify any issues with the proposed definition as set out in chapter 4, and how to resolve them.

Question 1:

CEC approach to date is that we have

- encouraged the use of a common definition for Planning and Licensing purposes,
- sought a criteria based approach,
- identified particular loopholes,
- sought clarification of definition of house and flats
- asked that there is a focus on defining a "primary residence" .

This consultation paper

- addresses all these points apart from definition of "primary residence" .

CEC therefore

- supports the proposed definition and asks that the Glossary of terms includes definition of a primary residence.

2 Please identify any issues with the proposed control area regulations as set out in chapter 5, and how to resolve them.

Question 2:

a) CEC approach to date is that we have

- sought the principle that all STLs in a defined area will require a change of use to overcome the current burden of a case-by-case basis
- sought a way of managing high concentrations of STLs
- highlighted where "seasonal" use of property to support events could be an exception.

This consultation paper proposes

- in a designated STLCA all secondary letting will be a change of use and require planning permission
- that the primary purpose of STLCA is to manage high concentrations
- discretion for planning authorities to apply a flexible approach around one-off events.

CEC therefore

- supports this approach. Further local decisions will be required by CEC on designated STLCA (or Areas) and any flexibility for specific events.

b) CEC approach to date is that we have

- sought simple way of linking planning permission to licensing of properties.

This consultation paper proposes

- in a manner similar to advertising hoardings, any planning permission which is granted would be valid for a default period of ten years (unless a longer or shorter period is set by the authority) but that local authorities should have the power to revoke planning permission after that time.

CEC therefore suggests an alternative:

- revocation of planning applications is a complex process and would be onerous for an authority potentially handling thousands of cases. Instead of the onus being on the planning authority to revoke the consent, the consents should be temporary and lapse. The period of planning permission could be linked to the length of the licence to keep it simple and easy for neighbours to follow.

c) CEC approach to date is that we have

- sought clarity about permitted development rights and the general allowance of a use for up to 28 days in a calendar year.

This consultation paper proposes

- to remove this permitted development right within control areas because it is considered this undermines the purpose of establishing a control area, adds to the complexities of enforcement and is confusing for neighbours.

CEC therefore supports this approach

- but seeks explicit clarification in relation to existing limitations of General Permitted Development Order Class 15.

d) CEC approach to date is that we have

- sought details of the process of establishing a STLCA
- shared information about existing extent of STL in Edinburgh and how transitional arrangements might work.

This consultation paper proposes

- using a similar process to that used to establish conservation areas (they have a similar effect in making planning permission mandatory within them). The conservation area process requires some form of consultation (not specified in legislation) and notification to Ministers for approval
- that local authorities have the power to set a grace period during which a host may submit a planning application for an existing secondary let and during which

no enforcement action would be taken against them.

CEC therefore supports the approach

- but seek early publication of guidance alongside the regulations to allow proposals in Edinburgh to be prepared and planning policies clarified.

e) in Annex B - Planning Legislation

The proposed legislation states: (2) In a short-term let control area, the use of a dwellinghouse for the purpose of providing short-term lets is deemed to involve a material change of use of the dwellinghouse.

This does not appear compatible with what is set out in the consultation paper. The paper states it will be secondary lettings (a form of short term lets) which will involve a material change of use in control areas. Home sharing and home letting shouldn't, but they would under this wording.

CEC proposed revision:

Revise this section so that the legislation reflects secondary lettings as automatic change of use in control areas (if that is approach intended).

3 Please identify any issues with the proposed licensing order as set out in chapter 6, and how to resolve them.

Question 3:

a) CEC approach to date is that we have

- sought a licensing regime to identify where and how STLs are operating and to regulate their operation to address safety issues
- sought to implement a licensing scheme at the earliest opportunity after regulations are in place.

This consultation paper proposes

- that the licensing system is to be delivered by local authorities but the Scottish Government will specify the mandatory and other possible conditions for the licence. Local authorities will have the power to introduce licensing conditions from a menu of options to address local issues of concern
- a target for local authorities to be able to implement a licensing scheme from 1 April 2021 and give local authorities discretion as to when they bring the provisions into force in their area. However, all local authorities must have a live licensing scheme open to receive licensing applications by 1 April 2022.

CEC therefore

- supports these proposals

b) CEC approach to date is that we have

- sought to ensure that it is a requirement of applying for a licence that planning permission is granted for the property.

This consultation paper proposes

- a mandatory condition that the host must confirm they have applied for, or obtained planning permission (if required), that it remains current and that they are complying with any planning conditions.

CEC therefore supports this

- but seeks clarification on 1) whether the licensing authority can refuse to consider a licence application until the result of a planning permission application is approved and 2) the impact on a licence granted if planning permission is subsequently refused.

c) CEC approach to date is that we have

- sought to allow comments to be received from neighbours when STL uses are proposed in a manner which is easier to address in both Planning and Licensing.

This consultation paper proposes

- that the applicant for a licence needs to notify neighbours within a 20 metre distance of the property, including all residents on a tenement stair and neighbouring tenement stairs and where planning permission is also required, propose to give local authorities the power to combine the notification requirements so that neighbours are not notified twice about the same proposal.

CEC therefore supports the approach

- but seeks further detail is required of how this will be delivered in a joined-up process.

d) CEC approach to date is that we have sought a licensing regime

- that sets a maximum occupancy for a STL based on size of property
- where local conditions can be applied within the local authority area
- which has appropriate transitional arrangements to allow the Council to manage a large volume of applications

This consultation paper proposes

- that local authorities will specify a maximum occupancy capacity condition with each licence. Local authorities must do this but may use their own criteria to set appropriate occupancy limits
- that local authorities will have discretionary powers to add licence conditions to address local needs & concerns
- to make appropriate transitional arrangements to allow operators to continue operating until a licence has been granted or refused
- to include grace periods which will allow hosts already operating to submit an application & afford local authorities time to consider them.

CEC therefore supports these proposals

- but notes that the proposals do not allow for the licensing system to control the numbers by imposing a cap or limit (but rather through the STLCA planning designation).

e) in Annex C - Licence requirements

Under Planning permission and conditions:

Indicates that where planning permission is required, that this will be self-declaratory and will not need to be verified. Would it not be appropriate at least in control areas, where planning permission is required by legislation, for this to be verified before a licence can be issued? Otherwise operators may well get their licence and potentially not apply for planning permission. This is likely to lead to continued instances of ESHORT investigations and a potential conflict whereby the local authority under the powers of the planning authority say it is not acceptable but under other powers grant a licence to operate anyway, and potentially take additional tax revenue. Surely this will undermine the planning system and integrity of planning enforcement.

CEC proposed revision:

Make verification of planning permission a mandatory requirement as part of licence application.

Policy and Sustainability Committee

10:00am, Thursday, 1 December 2020

Chief Social Work Officer's Annual Report 19/20

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that Policy and Sustainability Committee:

- 1.1 Notes the Chief Social Work Officer's (CSWO) Annual Report for 2019/20 at Appendix 1.

Andrew Kerr

Chief Executive

Contact: Jackie Irvine, Chief Social Work Officer and Head of Safer and Stronger Communities

E-mail: Jackie.Irvine@edinburgh.gov.uk | Tel: 0131 553 8520

Chief Social Work Officer's Annual Report 19/20

2. Executive Summary

- 2.1 The CSWO is required to produce an annual report. The format changed some years ago, when local authorities were asked to use a template devised by the Chief Social Work Adviser to the Scottish Government to ensure consistency across Scotland in annual report submissions. Due to the pandemic, this format has once more been altered to reflect the challenges that the pandemic has brought to social work services across Scotland.

3. Background

- 3.1 This is the second report written by the Chief Social Work Officer, Jackie Irvine, since coming into post in July 2018.

4. Main report

- 4.1 The CSWO annual report provides a broad outline of some of the key issues facing social work and social care in Edinburgh. It includes data on statutory services, areas of decision making and sets out the main developments and challenges.
- 4.2 The report includes an update on finance, service quality, delivery of statutory functions, workforce planning and development.
- 4.3 Included in the report is a range of performance data and some of the key social work indicators are set out. This information complements, rather than replicates the detailed performance and budget information on all social work and social care services.
- 4.4 Appendix 2 of the report acts as the required annual report to elected members on the operation of the statutory social work complaints process.
- 4.5 The report highlights the impact that Covid-19 has had upon Edinburgh's population and its social work and public protection services, as well as indicating how these continue to affect and contribute to even greater levels of need and vulnerability for people living in the city.

5. Next Steps

- 5.1 A draft of this report has already been shared with the Chief Social Work Advisor to the Scottish Government. Once considered by the Committee, it will be resubmitted.

6. Financial impact

- 6.1 This report is an overview of strategic and operational social work matters covering the areas of Children's, Adult's and Community Justice based social work. There is no financial impact from this report, which will not have already been considered through existing Council Committees or the Integrated Joint Board.
- 6.2 The CSWO highlights at the end of the report, the significant impact that the current pandemic is having on the financial circumstances of the citizens of Edinburgh and on the Council budget position.

7. Stakeholder/Community Impact

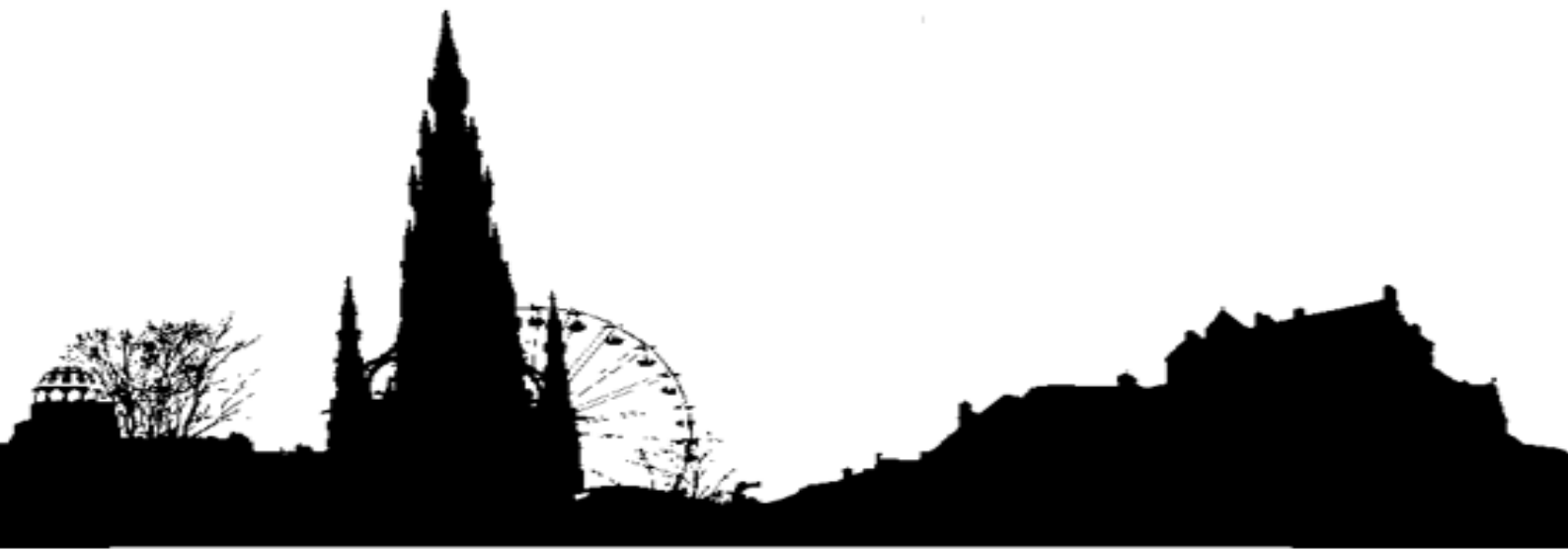
- 7.1 All social work services have the expectation to engage the participation of those citizens who require the support and assistance of those services. Each Departmental area has existing mechanisms in place to address stakeholder and community impact.

8. Background reading/external references

- 8.1 There are no required background papers.

9. Appendices

- 9.1 Appendix 1 - Chief Social Worker Officer's Report 2019/20



**THE CITY OF EDINBURGH COUNCIL
CHIEF SOCIAL WORKER OFFICER'S
ANNUAL REPORT**

APRIL 2019 – MARCH 2020

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Introduction and Acknowledgement

It is my pleasure to provide my second Chief Social Work Officer's report for the City of Edinburgh Council since coming into post in July 2018. I would like to acknowledge all the colleagues who have supported the production of this report and the associated relevant material for inclusion.

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc (Scotland) Act 1994. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work services, not only those provided directly by the Council or from within the integrated Health and Social Care Partnership (HSCP), but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The purpose of this report is to provide Council with information on the statutory work undertaken on the Council's behalf during the period 1 April 2019 to 31 March 2020 as well as the associated challenges within the context of the current climate within public services. This report will be posted on the Council website and will be shared with the Chief Social Work Advisor to the Scottish Government.

Jackie Irvine
Chief Social Work Officer
November 2020

Edinburgh has in place a range of governance arrangements to provide scrutiny and assurance to all areas of social work. (**Appendix 1**).

For all areas of Public Protection, the Chief Officers' Group provides oversight, assurance and governance to the range of committees and partnerships addressing public protection issues.

The Chief Officers' Group is chaired by the Council's Chief Executive and has representation from all the key partners as well as the chairs of the public protection groups; Child Protection Committee, Adult Protection Committee, Offender Management Group, Alcohol and Drug Partnership and the Equally Safe Committee (previously known as the Violence Against Women Partnership). Two Elected Members have been appointed to the Chief Officers' Group to ensure there is an open and transparent communication with Elected Members and the Council, as well as a shared understanding of the public protection challenges and issues within Edinburgh.

In addition, the Chief Social Work Officer (CSWO) is the chair of the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group (SOG), for Edinburgh, the Lothians and Borders Local Authority areas and reports to the National Strategic Group for Public Protection for high risk offenders, chaired by the Scottish Government. The MAPPA SOG provides governance and oversight for the management of high-risk offenders across the five Local Authority areas.

Adult social work services are provided as part of the integrated Edinburgh Health and Social Care Partnership (EHSCP) which is governed through the Integrated Joint Board (IJB). The IJB in Edinburgh has re-organised its reporting structure, and now has five sub-committees also providing governance. The CSWO in Edinburgh sits as a non-voting member and professional advisor to the IJB, as well as a member of the Clinical and Care Governance Committee.

The EHSCP reports to the two parent bodies of the Council and NHS Lothian, and as such there are reporting lines into each of these bodies for the purpose of reporting and seeking approval for certain features of its business. This includes the NHS Lothian Healthcare Governance Committee and to several of the Committee's within the Council. This provides good visibility across the Council of the progress being made by the EHSCP in delivering on its key objectives.

Children's social work services are not integrated in Edinburgh, with no formalised inclusion into the EHSCP. The governance and reporting arrangements for children's services is through the Children's Services Partnership, through the Community Planning Partnership as well as the Education, Children and Families Committee. Edinburgh Children's Partnership is a governance arrangement linking; Council, NHS, Police and third sector agencies.

The Children's Partnership has three clear plans in place that support service delivery and improvement for children:

- Edinburgh Children's Partnership Children's Services Plan
- Edinburgh Child Protection Improvement Plan
- Edinburgh's Corporate Parenting Plan

Complementing this, each Locality has a Locality Improvement Plan, which is collaboratively created and led by partner agencies responding to local need and linked to the overall Children's Service Plan and the Health and Social Care priorities. This allows local variance in need and service provision to be reflected within each locality plan.

Health and Social Care Partnership

Edinburgh has set out an ambitious transformation programme within the Edinburgh Integrated Joint Board (EIJB) [Strategic Plan](#) for 2019-22: this details the priorities for delivering sustainable, person-centred, and flexible quality services. The four key elements of the EHSCP approach are:

- Further development of the ‘three conversation’ methodology
- Embedding the Home First model
- Developing the Edinburgh Pact
- A wide-ranging transformation programme.

Three Conversations

Three Conversations is structured around three tiers or levels of intervention

Conversation 1: Listen and Connect

Conversation 2: Work intensively with people in crisis

Conversation 3: Build a good life

Edinburgh is the first partnership in Scotland to adopt this approach. During 2019/20 the programme focused on establishing innovation sites across the city and across service areas to test the approach and evaluate the lessons learned from phase one. The intention and objective of Three Conversations is to respond to people’s requests for support much more quickly. Prior to introducing the Three Conversations approach, the average waiting time for an assessment was 40 days excluding the time from contact to screening and the time following allocation to a worker and start of the assessment. Within the innovation sites, the average wait to see a worker has dropped to 3.8 days.

The next stage of Three Conversations will focus on scaling up and rolling out the approach. A challenge will be moving forward beyond the designated innovation sites to embedding the key principles in all areas of practice, as large-scale culture change of this type takes time. However, the development of regular staff sessions entitled ‘*Making It Happen*’ have been in place from the beginning with the aim of sharing the understanding and outcomes in order to grow enthusiasm across services.

Home First

The Home First approach is critical to the EHSCP’s ability to tackle delayed discharge and ensure that people are cared for in the right place at the right time. Home First is designed to support those who are ready to return home after a period in hospital but require short term health and social care services to manage their discharge safely. Home First was initially tested in the Western General Hospital and is being expanded across the other acute hospital sites.

The Edinburgh Pact

The Edinburgh Pact is intended to set out a new relationship between service providers and citizens, following a period of collaboration and engagement, to clarify

how statutory services will support people with health and social care needs. Initial planning has been undertaken as part of the transformation programme (see below) and this work will come to the forefront during 2020/21.

The Transformation Programme

The EIJB ringfenced £2m to support transformation in February 2019 with the EIJB Strategic Plan 2019-22 subsequently setting out the detail of the two-year programme design, scope and intent. The transformation programme is structured around the three conversations themes (listen and connect, work intensively with people in crisis, build a good life) as well as focusing on cross-cutting enablers such as digital transformation and infrastructure.

Long and protracted stays in hospital are not consistent with best treatment or in keeping with rights-based care. The move of people from long-stay institutional or hospital care to greater independence in the community is testament to the success of shifting the balance of care in Edinburgh. As of February 2020, 29 people from Edinburgh with a learning disability were 'living' in hospital, mainly in the Royal Edinburgh Hospital (REH). Many have been hospitalised for a long period of time and have no medical reason to be there. The EIJB has already made a commitment to developing 22 community placements over the next two years, so that people with a learning disability can leave hospital.

Care Home Transformation

The EHSCP has responsibility for the running of nine care homes for older people. In early 2020 a Care Homes Transformation programme, led by the Chief Nurse was devised and has planned an ambitious programme of improvements with a focus on improving the consistency and quality of care offered to residents.

Older People's Joint Inspection

The improvement plan, set against the Joint Inspection findings from the 2017 inspection, has been re-prioritised by the EHSCP. The scale and breadth of the recommendations has necessitated a more realistic timeframe of actionable areas ranging from 1 year, 3 years or 5 years. Much of the improvement identified by the Joint Inspection's 17 recommendations now come under the transformation programme.

Social Services Delivery Landscape

The EHSCP has seen an overall increase in the number of hours of care being delivered to people, as well as an increase in the overall number of people in receipt of a care package. For context, in March 2019 the EHSCP was delivering 9801 hours of care to 1387 people through its internal homecare teams and commissioning an additional 86,926 hours of care delivered on behalf of 3561 people.

At the end of March 2020, a 7% increase was sustained with a shift to greater services delivered on our behalf by the external market where there was a 11.7% increase of commissioned services. There was also a 6% increase in services delivered to 'Adults', and a 7% increase in the number of people who received

packages of care. An 8% increase in the number of hours of care delivered to ‘Older People’ was observed and a 0.9 increase the number of people receiving care.

During 2019/2020 the EIJB, NHS Lothian and the City of Edinburgh Council subsequently committed to delivering significant improvement in the available care at home capacity. NHS Lothian committed £4m to be targeted at creating additional capacity which would directly lead to a reduction in hospital delays. The wider scope of this ‘Sustainable Community Support Programme’ (SCSP) also included the following outcomes:

- Increasing care at home capacity to support individuals in the community who were likely to be at risk of imminent hospital admission without support;
- Creating a sustainable model that promotes growth and maintains viability of providers through recruitment of new care workers;
- Establishing collaborative relationships with providers to share best practice, improved flow of information/data and;
- To redesign processes which impede maximisation of care at home capacity and to inform future care at home strategies.

Headline Achievements	01-Oct-2018	31-Aug-2019	Increase
Care Worker WTE	576	729	26.5%
People receiving support (predominately over 65s, weekly hours commissioned)	20,028	24,018	19.9%
People receiving support (predominately over 65s, number of individuals)	1,429	1,828	27.9%

A key outcome for the SCSP was investment by providers, through the uplifts awarded, in increasing rates of pay, thereby supporting sustainability through improved recruitment and retention. This outcome has been achieved with the addition of 153 WTE care workers delivering support. Several more improvements were achieved which demonstrate success of the wider scope of the Programme, including reductions in the:

- Number of individuals waiting for a care at home package including community waits;
- Length of wait for all care at home packages including community waits;
- Number of individuals waiting in (blocking) EHSCP reablement teams (reablement is a 6-8-week programme delivering a period of intensive support and assessment, aimed at reducing the level of ongoing care at home support required by maximising the independence of individuals).

New ways of working were established as a result of the SCSP, including improved collaboration across providers, recognising that this was fundamental to building a sustainable care at home model in Edinburgh. Weekly locality meetings were established and afforded the space to share data across the sector and strategically target any unmet need in the city. This has built a solid foundation on which to build

greater market insight, monitor key performance indicators and improve how and what the EHSCP commission in the future.

Some key pieces of commissioning activity have been ongoing throughout 2019/20. In 2019/2020 16 organisations provided day opportunities for older people and people with young onset dementia. A robust commissioning process was undertaken during 2019, including co-production sessions with providers. The new registered day opportunities contract is key to providing additional capacity to support the Partnership change to the 'Be Able' service. Specifically, the move away from long term day opportunity provision for older people to only providing a time limited, re-ablement Be Able Service. An additional 96 places per week are being commissioned to meet future demand.

Throughout 2019/20 the EHSCP invited proposals for community adult mental health and wellbeing services and support for across the city, as part of 'Thrive Edinburgh' strategy for mental health and wellbeing. A key component part of these work streams is to review the wide range of services which respond to people in distress. The aim will be to deliver a range of services and programmes to support the delivery of the Thrive Welcome Team and Thrive Collectives. All services and support commissioned to deliver on behalf of Thrive are underpinned by shared values and should embrace these during all interactions with people, other staff, colleagues, and organisations:

- We make shared decisions and value peoples' skills and experiences
- We always work collaboratively with a flattened hierarchy
- We always build trust and foster empathetic and honest relationships
- We are always person centred
- We show kindness and compassion and treat people with respect and dignity
- We always start with people's strengths and build on these
- We always engage people as citizens in their community and embrace the whole person
- We give permission to try new things, adapt, and learn
- We deeply believe our people are our greatest assets
- We always treat people as equal partners

As part of Thrive the EHSCP has developed an outcomes evaluation framework which reflects both the person-centered outcomes and the system/financial outcomes. Outcomes for citizens and people using mental health services and support:

- People have choice and control
- People are recovering, staying well and can live the life they want to lead
- People feel connected and have positive relationships
- People are living in settled accommodation of their choice where they feel safe and secure
- People have opportunities to learn, work and volunteer
- People receive good quality, person-centred help, care and support.

In addition, there are the following system and financial outcomes:

- Timely access to high-quality person-centred help and support when and where it is needed
- Reduced levels of mental and emotional distress
- Reduction in unplanned and crisis health and social care utilisation, including emergency response as well as institutional placements.

Mental Health

Table 1 – 3 below sets out the use of compulsory measures of care and treatment and the use of welfare guardianship

Table 1										
	2015/16		2016/17		2017/18		2018/19		2019/20	
	No.	People	No.	People	No.	People	No.	People	No.	People
Contacts	590	506	471	424	Na	Na	Na	Na	Na	Na
Assessments completed	1380	845	1380	835	1213	757	1131	706	1275	803

Table 1 – This table shows the number of assessments carried out by Mental Health Officers (MHOs) under the Mental Health (Care & Treatment) (Scotland) Act 2003 (MHA) and the Adults with Incapacity (Scotland) Act 2000 (AWIA). In 2019/2020 of 1275 assessments, 803 individuals became subject to compulsory measures, indicating that some 472 individuals were assessed at least twice in terms of the appropriateness of compulsory measures under MHA and/or AWIA. The table shows that 144 more assessments were carried out in 2019/2020 than in the preceding year. This represents an increase of 12.7%, although this is a decrease in the number of assessments carried out from 2016/17.

Table 2					
	Commenced Apr 15 - Mar 16	Commenced Apr 16 - Mar 17	Commenced Apr 17 - Mar 18	Commenced Apr 18 - Mar 19	Commenced Apr 19 - Mar 20
Emergency detention in hospital (72 Hrs.)	208	195	241	268	298
Short term detention in hospital (28 days)	411	484	472	478	515
Compulsory Treatment orders (indefinite with 6 monthly review in	125	107	151	147	151

first year and then annual review)					
Interim compulsory treatment orders (28 days)	61	47	72	65	66

Table 2 - This table shows an increase in the use of Emergency Detention Orders (EDOs) – there are 30 more EDOs in the period 2019-20 than in the preceding year which is an increase of 11.2%. Comparison of the number of EDOs granted in 2016-17 with those granted in 2019-20 shows a marked increase in use of this type of compulsory order of 52.9%. This is concerning as the use of EDOs should be the exception with the correct gateway to hospital on a compulsory basis being the Short-Term Detention Order which affords the individual more rights. It is noted that there is an increase in all types of detention covered within the table, however EDOs have become a significantly increased proportion of all types of detention since 2016-17.

The increase in EDOs is reflective of a national increase overall and is one of the features of the review of Mental Health legislation being taken forward by John Scott on behalf of the Scottish Government. The CSWO and officers from Mental Health in EHSCP have played an active part in this legislative review which has been extremely helpful. Whilst mental health services are delivered by EHSCP, the CSWO has a governance role here in respect of performance and as such meets regularly with the lead officer to consider both demands and capacity as well as outcomes.

Table 3					
	As at 31 March 2016	As at 31 March 2017	As at 31 March 2018	As at 31 March 2019	As at 31 March 2020
Emergency detention in hospital	0	1	1	1	3
Short term detention in hospital	28	51	37	27	37
Compulsory treatment orders	306	343	416	403	455

Table 3 shows significantly revised figures for EDOs and STDOs than those published in this report last year following correction of the method used to collect these figures. The figures represent a snapshot of MHA orders active on one particular day; 31 March 2020 and may become more meaningful in respect of EDOs and STDOs if compared to additional days through the year such as mid-summer or a date around the Christmas period. Year to year comparison shows that while there was a reduction in the number of Compulsory Treatment Orders (CTOs) used in 2019 from the previous year, there is a significant increase from 2019 to the same

point in 2020; 52 more CTOs in operation representing an increase of 12.9%. In comparing this day in 2016 with 2020, the figures indicate that there were 149 more CTOs in operation in 2020, representing a considerable increase of 48.7%.

Table 4					
	2015/16	2016/17	2017/18	2018/19	2019/20
Total legal orders started	25	20	41	36	36
Total legal orders open at period end	71	80	94	101	116
Compulsion orders with Restriction order open at end of period	24	27	27	32	40

Table 4 shows the total number of orders under the Criminal Procedures (Scotland) Act open to the MHO service. The table shows that the number of these types of orders made by the court through 2019/20 was the same as in the previous year, 36. The number of orders being made exceeds the number being closed with 45 more open at the end of the reporting period in 2020 than in 2016, representing an increase of 63.4%. It is notable that there has been an increase of 8 compulsion orders with restriction orders (CORO) which are the orders related to the highest perceived level of risk and requiring the greatest level of Registered Medical Officer and Mental Health Officer supervision. In comparing 2015/16 to 2019/20 there is an increase of 16 COROs in operation, representing an increase of 66.7%.

Table 5					
	2016	2017	2018	2019	2020
Welfare Guardianship					
CSWO welfare guardianships	116	146	148	153	181
Private Welfare guardianships	167	203	205	214	265
Financial guardianship (private only)	92	100	97	73	74
Welfare and Financial guardianship					
CSWO welfare and financial guardianships (guardian for financial element must be non-Council)	32	39	29	33	48
Private welfare and financial guardianships	319	366	385	381	445
Total	726	854	864	854	1013

Table 5 shows a substantial increase of 159 (18.6%) in the total number of guardianships in operation in 2020 compared with the previous year and a significant increase of 39.5% from 2016. Of the 159 additional guardianships in operation, private guardianships of all types account for 73% (although it should be noted that many of these orders include welfare powers with only 1 being solely financial). The total number of local authority guardianships with welfare powers has increased significantly from 186 in 2019 to 239 in 2020 which is an increase of some 28.5%. Whilst the Guardianship assessments and applications are progressed by MHOs and the Council's Legal Services, the named Guardian is the Chief Social Work Officer.

Significant commissioning work was also undertaken in order to ensure duties under The Carers (Scotland) Act 2016 are met, designed to support carers' health and wellbeing and help make caring more sustainable. It also places several legal duties on local authorities and the NHS. Edinburgh HSCP has long recognised the value of carers, and the importance of the support required to ensure that they can continue their caring role, should they wish to do so. The Scottish Government provided additional funding (via Integration Authorities) to support the implementation of the act to provide a range of enhanced and expanded services. Commissioning work was consequently undertaken and a procurement process to provide an expanded range of services which is now nearing conclusion.

Regulation Inspection and Improvement Activity

1. Quality assurance of purchased services

An enhanced Health and Social Care Contract Management Framework (CMF) was introduced and piloted with a small number of providers in December 2019 with a view to rolling this out in the 20/21 financial year.

This enhanced CMF has been designed to:

- Focus resources where they are required most;
- Allow for early identification and addressing of issues, concerns and risks;
- Collect and record more structured and consistent information across care groups;
- Allow autonomy for contract managers in how they conduct contract management activity;
- Promote more robust monitoring of financial and governance arrangements within service providers;
- Allow service provider monitoring to be conducted in a standardised format, with frequency determined by level of risk.

A key objective of service provider monitoring is for EHSCP staff to gain insight into and understanding of the work service providers are doing on our behalf. This understanding can be best achieved through a balance of observation and formal processes. EHSCP welcomes a flexible approach to monitoring service providers and recognises that historically there has been duplication in the data provided and insufficient resources to meaningfully analyse the wealth of data requested. This does not enable providers to concentrate their efforts on supporting people and delivering services nor has it contributed to a better understanding of best practice, innovation or future commissioning.

Monitoring activity will therefore typically be structured to occur six-monthly, although it is recognised that monitoring activity is a constantly evolving process of assessing risk and the level of monitoring required each period will vary per service provider.

Children's Services

The restorative and strengths-based practice approach in Edinburgh has continued to contribute to reductions in the number of children on the child protection register and numbers who are looked after. This is being attributed to this overall practice approach along with the impact of specialist services such as Family Group Decision Making (FGDM), Multisystemic Therapy (MST) and kinship support.

One area of the Looked After population that has increased over the last year was residential care. That was primarily due to the impact of many unaccompanied asylum-seeking children arriving in Edinburgh in 2019 and requiring to be looked after. Alternatives to residential care for these young people have been explored, including the recruitment of host families and the setting up of shared flats for groups of young people aged over 16 when appropriate.

Edinburgh's care experienced champions board has seen an increase in the participation of care experienced children and young people since 2018 and Edinburgh now has two full time care experienced participation officers in place. This has improved the involvement of children and young people in the development and review of Edinburgh's corporate parenting plan. The Edinburgh Children's Partnership Children's Services Plan has also been informed by the participation of children and young people through initiatives such as What Kind of Edinburgh and Youth Talk.

The voluntary sector is a key partner in Edinburgh's Child Protection Committee and Children's Partnership. In responding to the challenges of Covid, a city-wide task force with voluntary sector partners is working in four locality operational groups to put early intervention and practical supports in place for families who need this during lockdown restrictions. In addition the multi-agency Local Operational Groups (LOGs) have been taking forward the mapping of family support services in order to identify where the gaps lie and engaging families about the type of support they need, particularly in dealing with the challenges of Covid, increased poverty and the associated impacts of this.

As seen below, there is a general decrease in Child Protection Register (CPR) and Looked After Children (LAC) numbers and associated activity, e.g. case conferences, Scottish Children's Reporter Administration (SCRA) reports, Looked After Children reviews. Decreases from two years ago are significant.

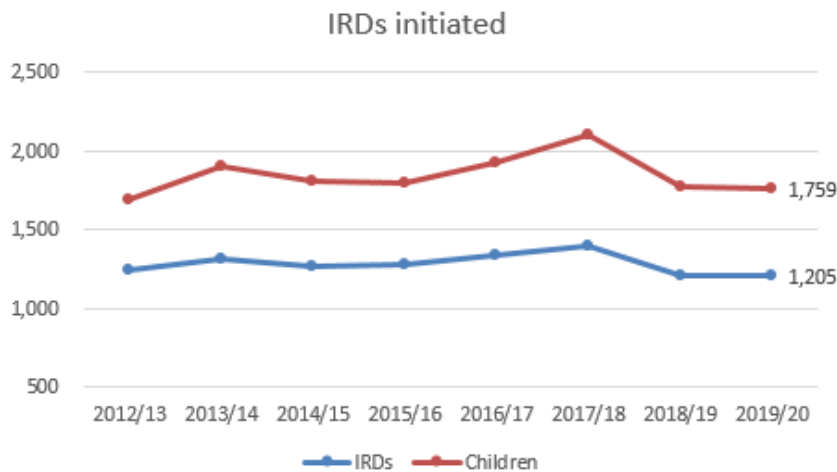
For Looked After Children, after a reduction in residential numbers, these increased again from August 2019. Table below is from Monthly Report

Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
88	86	87	87	86	95	99	104	106	106	105	101

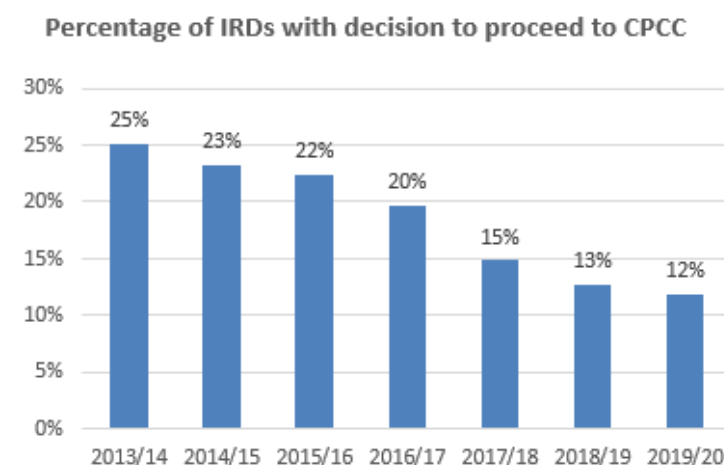
Foster and Kinship numbers have stayed relatively stable over the year at 515 and 245 respectively. The number of children Looked After at home has steadily decreased from 350 to 290.

Inter-Agency Referral Discussions (IRDs)

In respect of multi-agency child protection processes, Edinburgh has a strong history of using and recording Inter-Agency Referral Discussion (IRDs) to consider the intervention per case and the need to protect children. The progress and outcomes of these discussions and plans are overseen by a senior management multi-agency group to ensure actions and decisions have been appropriate and to agree when the IRD process will be closed. Most cases are then allocated to social work teams or managed in respect of Getting It Right For Every Child (GIRFEC) and overseen by universal services.



The number of IRDs was in line with the previous year.

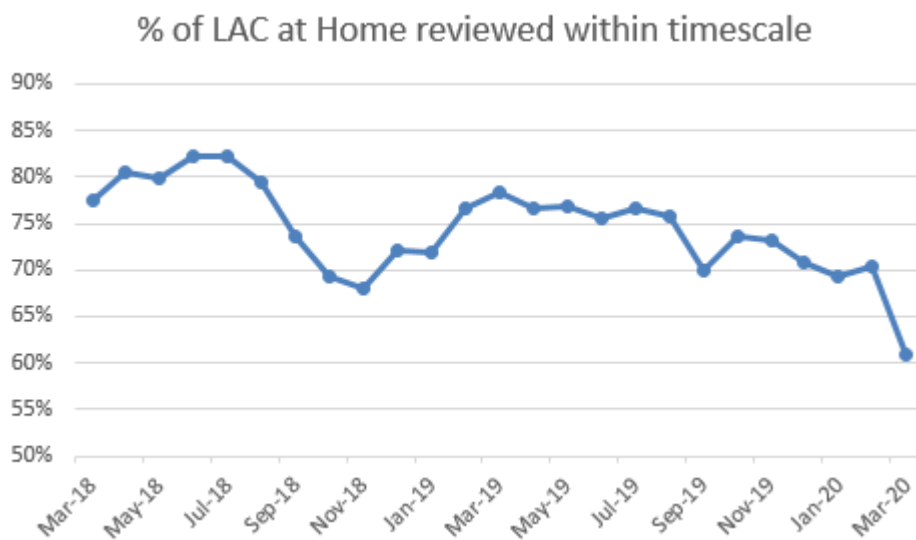
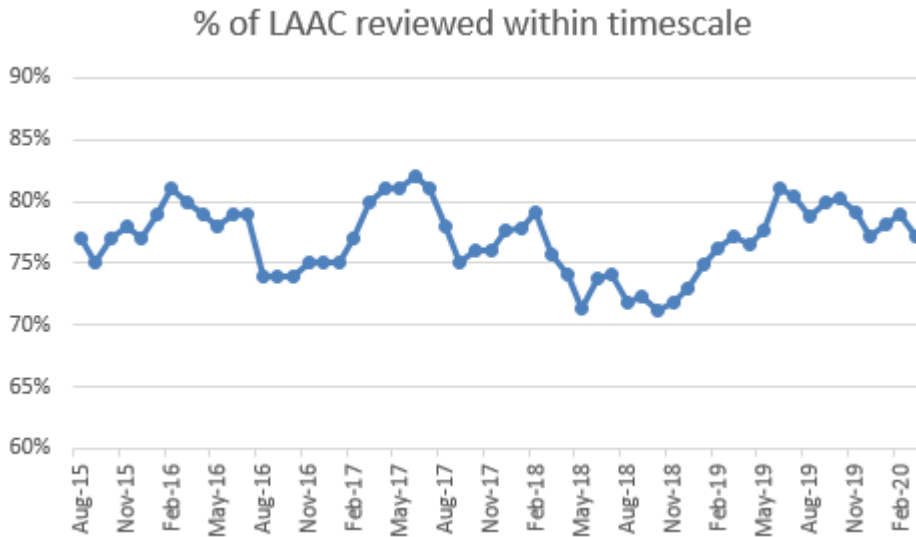


The proportion of IRDs held with the outcome of proceeding to a Child Protection Case Conference (CPCC) has continued to decrease.

Reports to SCRA

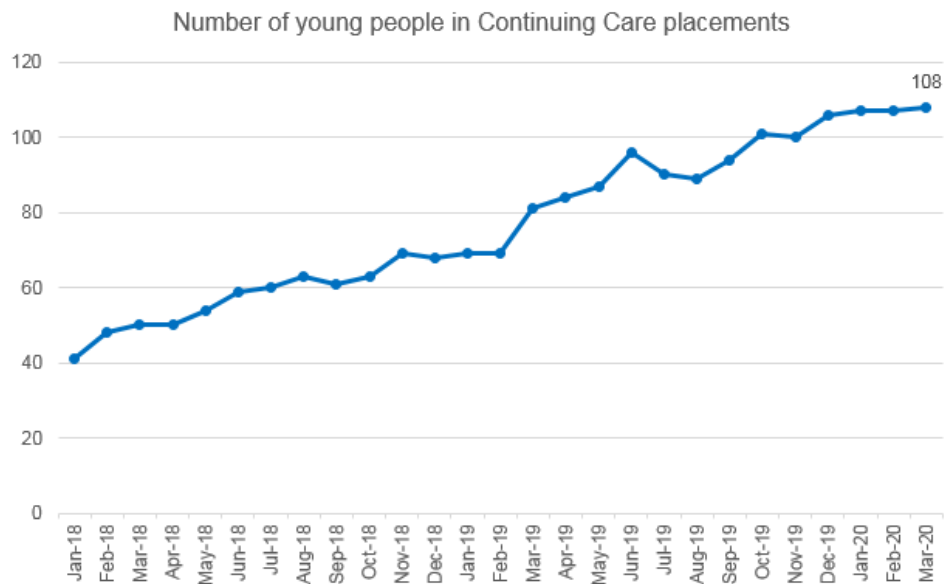
For the full year 2019-20 - **85%** of SCRA reports were submitted on time, the same completion rate as for 2018-19.

Looked After and Accommodated Children (LAAC) and Looked After at Home (LAC) Reviews



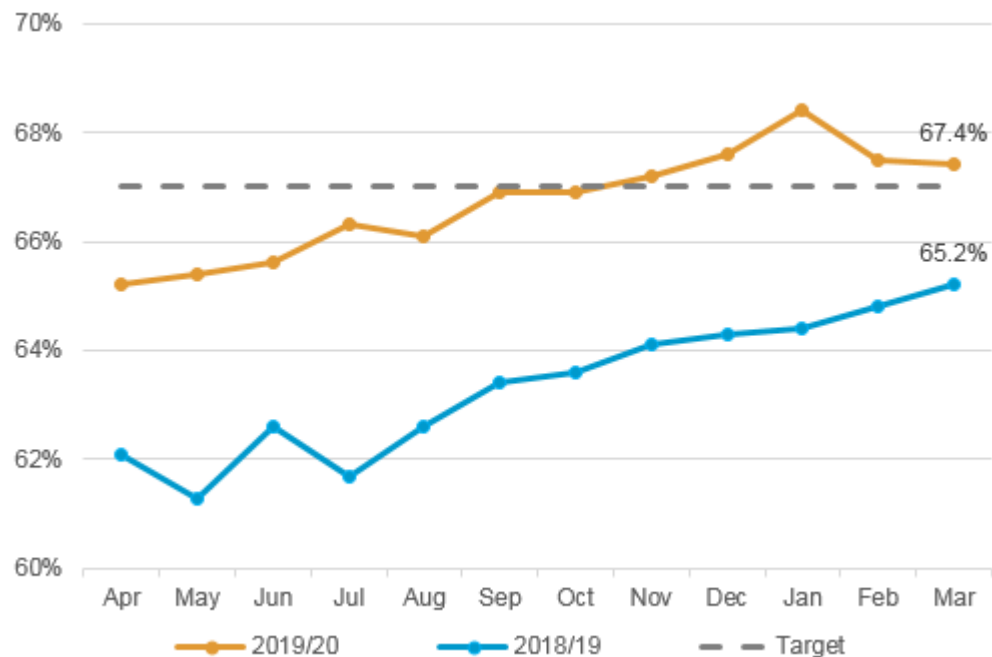
Generally, above 75% of cases were reviewed within timescale for the early part of the year with evidence of possible decline to 70% thereafter. The drop in March 2020 can be attributed to the impact of Covid and the subsequent lock down.

Continuing Care



There has been a steady increase in continuing care placements across the year. These are where children are placed, predominantly with foster carers and choose to stay on beyond their legal order. Whilst this increase is welcomed and shows that services are providing secure, caring environments for young people beyond the age of 16 – 18, as families would expect for their own children, this does not come without a financial impact on the Children and Families overall budget position.

Foster Care - % with City if Edinburgh Council carers



The steady increase through the previous year continued through 2019-20 with the figure exceeding 67% in November therefore achieving beyond the target for balance of care.

Family Group Decision Making

The Family Group Decision making model, which is also known as Family Group Conferencing (FGC) is a decision-making approach, based on a well-developed model, which involves the extended family in making plans for children and the family unit.

It is family led and encourages families to use their own strengths and resources to make plans for their children.

FGDMs seek through their approach to:

- widen the circle (involving extended family),
- encourage sharing responsibility for solutions,
- be culturally competent in their practice,
- support family leadership and empowerment,
- be non-adversarial and the use of private family time for decision-making.

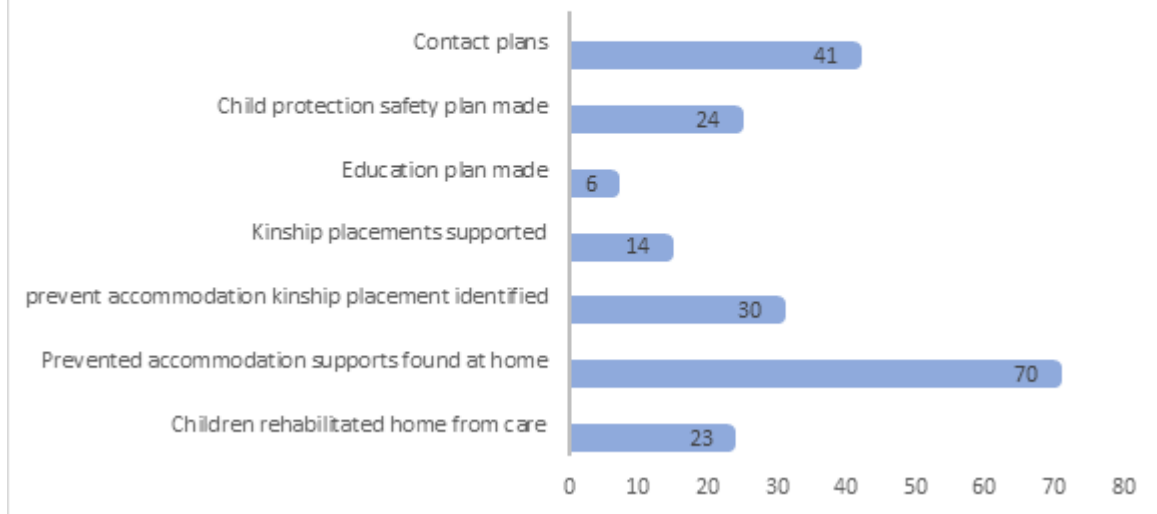
From February 2019 to January 2020 Family Group Decision making (FGDM) received 543 referrals for a family meeting and this led to 213 meetings and many more significant pieces of work. Referrals for planning connected to babies now make up approximately 40% of the work of the FGDM team.

The team also received 49 referrals in respect of the FGDM service which has developed for the Health & Social Care service from April 2019 to February 2020.

There were a variety of reasons for cases not proceeding to a FGDM meeting. These ranged from; families having significant involvement with the team that led either to the family making a plan before the meeting, identifying kinship placements for assessment, the families did not want a family meeting (it is a voluntary process), or the situation changed.

The graph below provides the outcomes of family meetings within Children's Services. There were 70 plans made to support children at home by pulling in the wider supports of family or friends. Not all these children would have become looked after, however they had either been referred for accommodation at family-based care or the social worker was considering a referral.

OUTCOMES OF FGDM MEETINGS FEB 2019-JAN2020

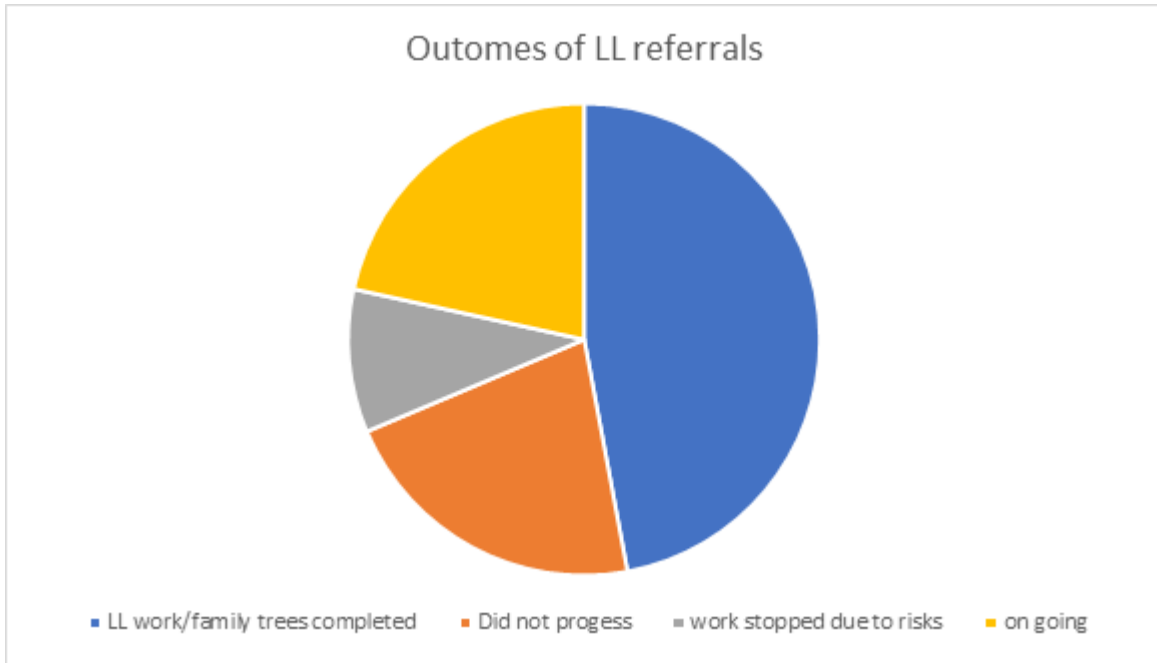


Between 24 January 2019 to 25 March 2020, 192 children were placed on the Child Protection Register (CPR). 120 of these children were placed on the CPR in sibling groups. 65 of these families met the criteria for the FGDM babies service and were automatically offered the support of FGDM. In early 2020 there was a significant rise, 40%, in referrals of babies to FGDM. This rise represents the increase in concerns for unborn babies and babies under the age of one in Edinburgh. It also demonstrates that the system of referral to the FGDM team is working well, with most babies, where social workers are involved due to concerns, being referred to FGDM.

Lifelong Links

In 2015 Edinburgh started to offer Lifelong Links before becoming part of the nationwide trial in 2017. The Lifelong Links service aims to support children and young people in foster or residential care to reconnect safely with their extended family and networks of people that they have identified as important to them. Sometimes this can be people they have lost touch with or people in their networks they have not yet met. To date several young people have been supported to understand more about who is in their family, bringing children back in to contact with grandparents, parents, brothers and sisters and aunts and uncles and other people who they have identified as important to them. Essentially, the service promotes lifelong connections for young people both now and in the future. This approach has been endorsed by the recent care review <https://www.carereview.scot> which highlighted that “ there must be a focus on building and maintaining lifelong relationships “

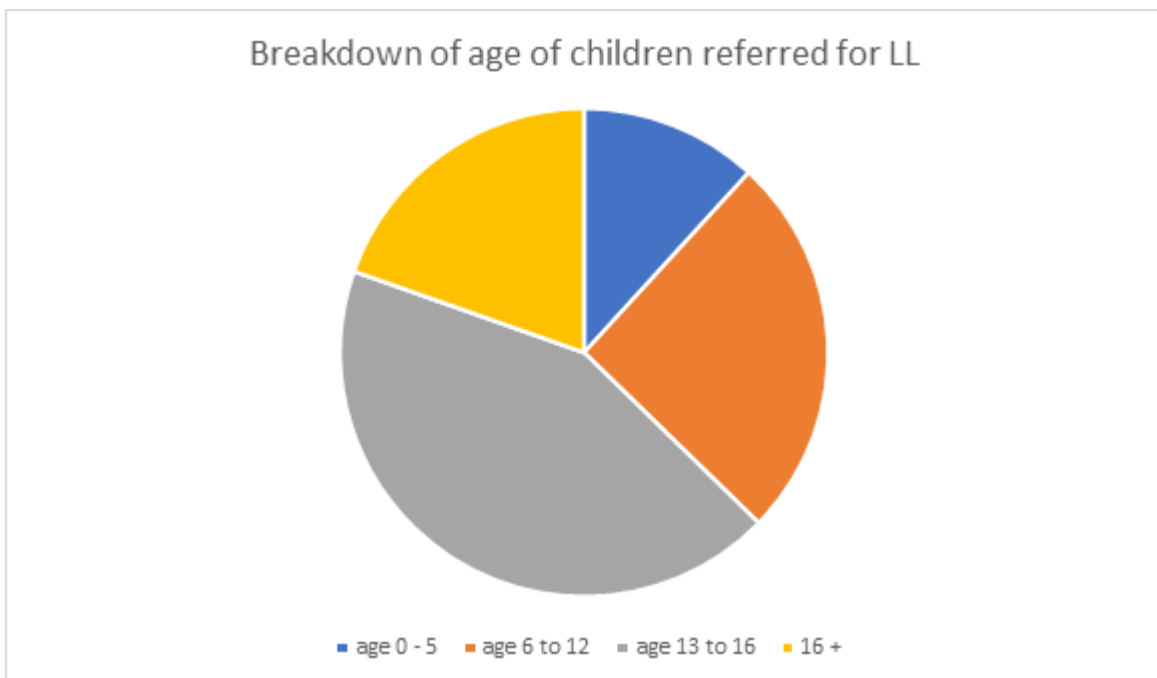
Lifelong Links had 51 children referred in the 2019-2020 reporting period.



40 of those cases have been allocated = 78.5% of the total 51.

The remaining 21% either did not progress because circumstances changed for the child (move of placement or returned home) or they changed their mind and did not want to continue.

Of the 40 (78.5%) work has been completed; the range of this work can be from a fully researched Family Tree, to finding and connecting (letters/photos/direct). The five cases that stopped due to risks were five children all from one family.



The Through Care and After Care Job Club

The Job Club has been running since June 2016 and is delivered by the Through Care After Care team in partnership with Skills Development Scotland. Many young care leavers struggle to access mainstream services and experience sanctions from the job centre due to their inability to meet expectations. The initiative was initially set up to support those who were struggling to evidence job searching activities to meet requirements for benefits claims. Staff identified the need to provide a supportive, regular drop-in facility where young people felt comfortable and confident to build their skills. The Job Club has since grown steadily into a progressive weekly service that supports young people to find solutions to enable and empower them to work towards achieving their own individual goals.

Aims

- to improve confidence and resilience in relation to job-seeking skills
- to provide a focussed environment with familiar, trusted staff and relevant resources
- to move young people into positive destinations
- to work in partnership with other agencies
- to ensure all young people have an updated CV
- to create opportunities for young people to evidence job searches and benefits claims

Young People's feedback

The service continues to encourage young people to complete comment cards and feedback forms. Overall feedback indicated that:

- Young people indicated that they found the Job Club helpful
- Young people are happy with the location of the Job Club
- Young people feel more motivated to get a job
- Young people felt that the Job Club helped them to improve their skills
- Young people feel more confident to apply for jobs
- Staff have helped young people to achieve their goals.

Comments from young people included

"The Job Club helped steer me onto the right path and help me become more focused."

"I like coming here because of the laid-back environment with very approachable staff."

"Good fun and a safe environment, which is great to have."

"The Job Club has helped me secure full- time permanent employment and realise my potential."

"This club has helped me through a tough time."

"Helpful and informative, great staff that go the extra mile to help young people reach their goals."

"Genuinely caring and helpful staff, good source of motivation."

"It's a great place to come and socialise, the staff are very helpful and give us their time."

183 individuals have engaged with the job club between April 2019 and March 2020

Pandemic Taskforce and Locality Operational Groups (LOGs)

The purpose of the task force is to coordinate Edinburgh Children's Services shared efforts and resources across the Edinburgh Partnership to support vulnerable children and their families in response to the impact of Covid.

Weekly meetings, referred to as Locality Operational Groups (LOGs) share information and develop new ways of working together to help mitigate the effects of poverty and social isolation in these difficult times. The aim is to avoid duplication and to build supportive networks for Edinburgh's children and families that are directed in the most meaningful and helpful way. The overall task force meets monthly, and report back into their organisations to ensure a regular flow on information and flexibility given this ever-changing situation.

Criminal Justice

Criminal Justice Funding

Criminal Justice Social Work is provided by the Scottish Government through a ring-fenced grant under Section 27 of the Social Work (Scotland) Act 1968. The funding is provided to allow the Council to discharge its statutory duties and to work towards preventing and reducing further offending in line with the Community Justice Outcomes and Improvement plan (CJOIP).

The City of Edinburgh Council received Section 27 funding of £9,620,431 for the year 2019/20. This figure was a reduction of £90,826 on the grant allocation for the previous year. Financial pressures increased in 2019/20 and will continue into 2020/21 due to the unfunded pay award for public service staff. In Edinburgh, this equates to approximately £225,000 per annum. To address the unfunded pay award, a service review commenced but was suspended when Covid restrictions were imposed. This will be resumed when appropriate, allowing full consultation with staff. This may also have an impact on our ability to manage workload demands when Covid restrictions are reduced, such as the Scottish Courts and Tribunal Service, Unpaid work and Parole Board Scotland backlog, leading to increased numbers of Criminal Justice Social Work Reports and community-based disposals.

Summary of Performance – key challenges, developments and improvements

Edinburgh's Community Safety Partnership, on behalf of the Edinburgh Community Planning Partnership, is responsible for the development and implementation of Edinburgh's Community Justice Outcomes Improvement Plan. An [annual report](#) for 2018/19 was submitted to Community Justice Scotland in September 2019. The [Community Justice Outcome Improvement Plan for 2019–22](#) has been developed and reflects the work articulated in the four-locality improvement

plans and complements the Community Safety strategy which was developed for 2020-23 and the Edinburgh Partnership's Community Plan 2018-28.

The Peer Mentoring Service established in 2017 in conjunction with Sacro for people currently involved in the community justice system has become embedded into mainstream services. The mentors continue to support people who use the service to make decisions about their lives and access the services they need. They help people currently involved in the community justice system to explore issues or obstacles, set goals and achieve the things they want to do, whilst at the same time building confidence, skills and talent. Several volunteers have been employed to complement the work done by paid staff, acting as positive role models for people with an offending history, encouraging them to address their offending behaviour and reengage with their local community. A Focus Group has been established for people who use the service to identify and share good practice.

Feedback from people who use services at the **Drug Treatment and Testing Order** team highlighted a need for specific support from peers in recovery and the team have been successful in securing funding to employ mentors from the recovery community.

The **Edinburgh Alcohol Problem Solving Court** has been in place since February 2016 and utilises community payback legislation, with frequent court reviews. The criminal justice social work service continues to provide the court with speedy assessments with a focus on alcohol and ensures streamlined access to substance misuse services through close partnership working with Change Grow Live (CGL). Criminal Justice services in Edinburgh supported the rollout of this model to Midlothian and East Lothian Justice services.

Encompass, is an education, training and employability service for people in Edinburgh in recovery from substance misuse, those moving on from past offending behaviours and those affected by homelessness. It continues to be delivered through Access to Industries in-house community college and helps people furthest removed from the labour market to build their skills, gain access to opportunities and, where appropriate, move into employment. It offers a range of employability opportunities including supportive work placements, and volunteering; activities included Edinburgh College courses covering digital media, photography, computer game design, and weekly Spanish language and culture classes. Access to Industry also continue to work with Disclosure Scotland/Scotland Works for You, to support more employers to make fair recruitment decisions with people with convictions.

Work continued throughout 2019/20 to develop a **Restorative Justice** service to those who are subject to statutory supervision, having been convicted of a hate crime and the victim of that offence (or a representative), including training in Restorative Justice approaches. An Information Sharing Protocol between Police Scotland and City of Edinburgh Council allows the Restorative Justice service to contact the victim of the hate crime offence. Police Scotland continue to provide victims of hate crime with information about Restorative Justice and obtain explicit consent for the Council's Restorative Justice service to contact them. The Scottish Government has committed to have Restorative Justice services widely available across Scotland by 2023, with the interests of victims at their heart and has

developed a Stakeholder Group, of which Edinburgh Community Justice services is a member.

Edinburgh Community Justice Services sought to build on their experience of developing **trauma informed services**, through 2019 into 2020. This involved developing, implementing and evaluating a Trauma Informed Care (TIC) model of service delivery across Group Work Services (GWS). In keeping with the Scottish Psychological Trauma Training Plan (NES, 2019), the service sought to develop Criminal Justice Social Work practice, to operate at a 'trauma enhanced practice' level, due to their specific remit to provide long term interventions with people known to be affected by trauma. The work was led by a Criminal Justice Sector Manager and a Clinical Psychologist who was recruited to co-locate within, and work across, a range of teams in Edinburgh's justice social work. Recognising the long-term nature of culture and organisational change, three specific areas of activity were agreed, where initial changes could be introduced that would support the service in moving closer to working at a trauma enhanced practice level, while also gathering evidence to evaluate the impact of these service developments. These were:

- Leadership Coaching and Development
- Staff Training, Development and Wellbeing Support
- Staff Practice.

Trauma and Mental Health Screening (TAMHS) is a development in staff practice that involves routine screening for trauma experiences and common reactions including mental health problems. TAMHS is being used to:

- develop our understanding of an individual's presenting difficulties
- inform the wider assessment taking place
- inform formulation and how the service relates to the individual
- guide any subsequent intervention plans that are developed.

Formal evaluation of the overall project is ongoing. Evaluation of the project includes the following:

- Anecdotal feedback from team leaders and seniors
- Formal feedback on each training session
- Survey Feedback from all staff involved
- Focus groups for managers
- Focus groups for workers

To date, this feedback has been overwhelmingly positive. The full outcome of the evaluation will be provided in greater detail within the final project report. Some examples of findings from the staff surveys include:

- 87% feel more confident asking about trauma
- 73% are confident asking about common mental health difficulties
- 83% report using a trauma informed approach in my work with service users
- 93% report finding working in a TIC way helps them work more effectively with service users

- 93% of staff believe having a clinical psychologist embedded in the service is valuable
- 80% of staff report finding group supervision sessions helpful

Services for Women

Services for women in the criminal justice system have been developed within the Drug Treatment and Testing Order (DTTO) service, Unpaid Work and Bail Supervision. These compliment the work of the Willow service for women in criminal justice. DTTO provides services for women in a separate location with its own dedicated treatment team who work closely with a range of services. The team are skilled in supporting women through pregnancy and have worked, where possible, with people to become drug free and to have their babies and children remain in their care. When this has not been possible the team have continued to support the individuals to help them work towards a positive future.

An Unpaid Work women's group has been set up for women who have been given an unpaid work requirement as a condition of a Community Payback Order (CPO). This group encourages women to develop skills while carrying out meaningful and interesting activity. As part of one of the skills development projects the group knitted hats and gloves which were given to the homeless community. Group members reported back that this activity had made them feel more positive about themselves as they were doing something that was really needed while learning new skills.

The Court, Bail and Diversion team have set up an enhanced supervised bail service for women as a direct alternative to remand in custody. This service has allowed women to remain in the community by providing an intensive outreach service in partnership with specialist women's services such as Willow and Shine. The workers are accredited to undertake homelessness assessments which has made it easier for women without an address to access accommodation. The team have now extended this service to include all young people at risk of remand and are working in close partnership with the Young Peoples Service and Throughcare and After Care Team.

The Council and partner agencies have developed a [Domestic Abuse Housing Policy](#) for Edinburgh. The focus of the policy is to offer victims/survivors of domestic abuse, an early intervention approach that allows them choice in addressing their housing situation. This includes assisting victims/survivors to stay in their current home, introducing a new framework for housing management transfers between the EdIndex landlords, where the person is a social rented tenant. Improvement of the process means that victims of domestic abuse do not need to access housing through the emergency accommodation route. The Policy was approved at the Policy and Sustainability Committee on 14 May 2020. Prior to Committee approval, elements of the Policy (e.g. housing management transfers) had been informally introduced and have been welcomed as positive outcomes have already been noted.

Supporting Staff Working from Home

In response to Covid, managers began working with our Clinical Psychologists in Criminal Justice to support staff transition to home working in March this year as lockdown measures were implemented. The Staying Psychologically Well - A Guide

for Staff Whilst Home Working was produced in the early weeks to help employees adapt from office based, face to face client work to providing telephone-based support from home. It supports staff to devise an individual Home Working Management Plan. Additional Resources for managers, staff and service users' psychological wellbeing have been provided to promote wellbeing and a helpful guide for providing therapeutic or supportive interventions over the phone, helps workers to undertake key public protection tasks from their homes, in a safe and professional manner. This support package also involves expanding the number of reflective practice supervision groups across criminal justice services and setting up virtual lunchrooms for staff. Staff feedback has been overwhelmingly positive as staff in justice services continue to provide a broad range of supervision and support across the city. This enhances the support for staff put in place by Human Resources, with a range of supports and advice placed on the Council Intranet and the development of a specific 'Well Being Wednesday' page.

Criminal Justice Social Work Services in Edinburgh are currently developing adaptation and renewal plans in conjunction with other justice services, including Scottish Courts and Tribunal Services, Parole Board Scotland, Scottish Prison Service and Social Work Scotland, in order to restart services as per the Government's Route Map.

The establishment of Safer and Stronger Communities has continued to create opportunities for criminal justice and homelessness and housing support services to work more closely together. This is evidenced through the development of a data sharing agreement (DSA) between the City of Edinburgh Council and the Scottish Prison Service, signed in June 2019. The DSA allows for the transfer of information underpinning the reintegration of people back into their community; facilitating better preparation for individuals leaving custody and improved planning for community-based service provision. Sharing information with Access to Housing ensures that steps can be taken in line with the Sustainable Housing on Release for Everyone (SHORE) standards to sustain accommodation or where this is not possible due to sentence length, making sure individuals have somewhere to live on release, with appropriate supports in place.

Edinburgh Criminal Justice Service has had a long-standing commitment to **preventative work** and to a service model that offers a continuity of service regardless of where the person is in the community justice pathway.

Examples include:

In 2018 the Scottish Government provided some additional resource to support the reinvigoration and extension of the **Whole System Approach** to young people in Edinburgh. This resource has supported service improvement since July 2019, and it was agreed that the age group would extend for welfare checks in custody cells for all under 18-year olds, to cover all young people up to the age of 21. In addition, Court social work staff now receive daily updates on the bail position of people appearing from custody which enables a bail supervision assessment to be carried out in all cases where remand is requested. This also means that a supervised bail assessment report can be made available to the Sheriff at first appearance, thereby reducing the number of cases of service users being bailed following appeal. Work is ongoing to strengthen existing practice and explore a formal process for bail

information to ensure that no young person is remanded due to having no fixed abode.

Transitions and Reintegration (Custody Reviews for all Young People under 21) Guidance and procedures have been developed to ensure that those young people receive consistent and effective support. Pathways into housing for young people are also being strengthened through the retendering process of voluntary aftercare, and a housing officer is in the process of being appointed to assist with housing support for young people on their release from HMYOI Polmont. To further support this work, Court social work staff have received training (run by Centre for Youth and Criminal Justice) on trauma informed and child centred approaches and the teenage brain.

The Council continues to work closely with the Scottish Prison Service (SPS) to ensure that people in prison can access advice and assistance about their housing situation. The **Sustainable Housing on Release for Everyone** (SHORE) standards continued to be the focal point of this work, with an emphasis on early intervention and supporting people in prison to sustain their current accommodation (if on remand or a short sentence) or terminating their accommodation in a planned way. The Council continue to deliver prison-based housing options at HMP Edinburgh's Link Centre for people due to be released within the next twelve weeks. Where it is established that someone is going to be homeless upon release, they are advised about their housing options, assisted to complete an EdIndex form for social housing, given a homeless assessment and supported to start bidding for housing. People assessed as homeless are signposted towards homelessness services for emergency accommodation and support.

The **Edinburgh and Midlothian Offender Recovery Service** (EMORS), for short term prisoners, continues to support individuals at all stages of the criminal justice system to address their unmet needs, particularly those that may have channelled them towards offending including addictions, poor mental health, homelessness and financial difficulties. The service provides complete continuity of care throughout an individual's justice journey, from point of arrest, into prison (providing NHS treatment for substance misuse and psychosocial supports), and back into the community. The service has close links with community-based recovery hubs where the presence of peer volunteers ensures that visible recovery is evident within the service. EMORS offers prison gate pick-ups to service users in recognition of the critical nature of the transition period from prison to community, and the challenges faced by individuals. The EMORS continuity model is a partnership between the City of Edinburgh Council justice services, Midlothian Council justice services and the NHS. A comprehensive review of the service was conducted in 2019 and its findings are informing a retendering process which is taking place to ensure that outcomes for service users continue to improve.

- 2,682 people were supported through open community orders by Criminal Justice Social Work Service. This represents a 0.9% increase from support given during 2018-19.
- Criminal Justice staff completed 2,547 social work reports to support decision making by the courts, representing a 0.7% increase with 2018-19.

Offenders in the community subject to statutory supervision				
*Many offenders being managed in the community have their risk levels reduced to medium, reflecting successful risk management strategies.	31 March 17	31 March 18	31 March 19	March 20
Assessed as very high risk or high risk (sexual violence)	17	7*	*10	12 34
Assessed as very high or high risk (violence)	46	37	*37	
Probation orders	9	8	6	3
Community service orders	7	5	5	6
Community payback orders	1121	1069	940	900
Drug treatment and testing orders	121	145	168	144 18
Drug treatment and testing orders (II)	33	34	38	117
Bail supervision	16	23	24	34
Statutory supervision of released prisoners (e.g. life licence parole, extended sentence, supervised release orders)	128	127	121	

Offenders in prison who will be subject to statutory supervision on release				
	31 March 2017	31 March 2018	31 March 2019	31 March 2020
Offenders currently in prison who will be subject to statutory supervision on release assessed as very high or high risk (sexual violence)	66	69	81	69
Offenders currently in	113	110	146	140

prison who will be subject to statutory supervision on release assessed as very high risk and high risk (violence)				
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Quality Assurance

Annual Activities

Single-Agency Practice Evaluations (116 annually across three social work areas)

Practice evaluations (PE) are part of the quality assurance programme designed to monitor and improve performance within Edinburgh's three social work service areas. Practice Evaluations are a pro-active and participatory approach to self-reflection. Research indicates that reflecting on practice can enable practitioners to be more effective, contribute to their personal development and improve outcomes for people who use services. All three social work areas have a target number of Practice Evaluations to be achieved annually, as follows:

- Communities & Families (C&F); 21 sessions; two evaluations per session
- Edinburgh Health & Social Care Partnership (EHSCP); 23 sessions; two evaluations per session
- Criminal Justice Services (CJS); 14 sessions; two evaluations per session

People's Stories (36 annually across three social work areas)

The aim of People's Stories is to embed a culture of qualitative engagement with the people who use social work services and to recognise the impact that a social work intervention can have on individuals. The model promotes a culture of quality assurance and improvement in service provision, including social work practice. By gaining direct, qualitative feedback, the quality assurance of service provision can be triangulated using the experience and views of customers, staff, and management. The service carried out a successful pilot of People's Stories in Spring 2019. The model was rolled out across the three social work areas in Summer 2019. Community Justice Services completed their annual target of 12 People's Stories in this reporting period and are exploring how the model can continue during Covid service interruption.

People's stories are successfully highlighting the difference that relationship focused social work brings to people's outcomes, as well as highlighting areas where services can improve the service delivery and support provided.

The following are a sample of the feedback received via a range of People's Stories:

'my social worker would be the first to admit this, our relationship at the beginning was difficult because of me...because of where I was at that stage in my life, where I was as a person'

'I felt suicidal for 5 weeks...hard, really hard...and (my social worker) helped me a lot with that...she gave me numbers for Crisis, Samaritans, Royal Edinburgh...she taught me how recognise those feelings before they get too heavy and she gave me exercises...eventually I started to see light at the end of the tunnel'

'Every couple of weeks I see my social worker and she has been a huge help. My social worker's manager is really good and my social worker has been a huge help and has helped me with all sorts of stuff...so I've never seen (having a social worker) as a burden. I will actually miss her...in 5 weeks' time I will no longer have to see her but I will miss her as I've got to know her really well. I can't praise (social worker) enough...it would have been a lot harder without her'

, '...the services I have used have been fundamental. If I wasn't using them, I would still be in the house, terrified'

..." the more I spoke with (social worker), the more I saw she was on my side, she wasn't against me and if something was going wrong she would help me and I know I could phone her and ask her for advice on what to do and she would talk me through it and I knew I wasn't going to get judged."

'(My social worker) has been my wee rock to be honest with you...she has spoken to me about my fears for my mum...I had a bad impression of what social workers are...'

'from being where I didn't want to go near the windows, or go outside, to this where I'm sitting doing an interview, talking about it, is huge. Every single time I have an appointment with someone it's 'wow, we are doing so well', so much progress'...'

Supervision Survey

The purpose of the supervision survey is to understand social worker's experience of supervision and gauge organisational compliance with the written supervision policy and procedure. Quality assurance of supervision aims to increase both organisational and external confidence that social work is being performed safely and to the requisite standard. A pilot survey of social work supervision within Communities and Families was undertaken in September 2017, leading to the establishment of an annual supervision survey.

April 2019 - The Social Work Supervision in Practice survey was launched within the Edinburgh Health and Social Care Partnership (EHSCP) following a successful pilot within Communities and Families. In both surveys very similar results were found; 80% of respondents cited that the supervision they received was in line with frequency expected, with 80% also identifying that supervision was uninterrupted, and covered issues of workload, standards of practice and accountability.

An annual Social Work Supervision in Practice survey takes place across social work services to provide the Chief Social Work Officer (CSWO) with assurance in relation to policy/procedural compliance. Two separate reports are prepared for EHSCP, Children's Services and Criminal Justice Services, to present the findings and identify if necessary, any remedial actions.

Multi-Agency Practice Evaluations

In 2019, the Child Protection Committee commissioned the Quality Assurance, Compliance and Regulation service to co-ordinate a rolling programme of Multi-Agency Practice Evaluation (MAPE) sessions within the Edinburgh Children's Partnership; twelve sessions per year, six in May and six in November.

Multi-agency Practice Evaluation (MAPE) promote reflection and evaluation of practice and consider how effectively agencies have worked together to promote good outcomes for families. MAPE achieves this by encouraging and developing a culture of qualitative self-evaluation, whilst supporting shared communication and increased exchange of information that assists the support of children and their families. The MAPE programme for 2019 also introduced the involvement of children and families in this learning exercise, to ensure that professional views on the perceived strengths and outcomes, were validated, or not, by those receiving support.

Professionals participating are supportive of the platform that MAPE provides:

"I felt it was a useful exercise to reflect on the way myself and the others work together, what worked well and how we could have done things differently."

"Whilst there is some reflection opportunity in supervision this provides a forum to reflect with planned partners and we were able to get a holistic reflection."

"Being able to reflect on the client's perspective and adjusting the way I work to potentially receive a better outcome and being able to think out of the box."

Case File Audits

Case file audits allow social work areas to evaluate their performance aligned to practice and enable areas to examine the effectiveness of processes and how well staff evidence the work they do through good quality record keeping. The Quality Assurance service reviews all audit improvement plans at three and six months, with further reviews agreed, to ensure that areas for development/improvement are acted upon and that change is sustained.

In 2019 an evaluation of response to social work complaints across Communities and Families (C&F), Edinburgh Health and Social Care Partnership (EHSCP) and Criminal Justice Services (CJS) was undertaken. The audit, set against the Scottish Public Services Ombudsman (SPSO) levels of good practice for complaint handling, found many strengths, such as lack of bias, written accuracy of responses, and management scrutiny. However, key improvements in areas such as expectation management, investigation methodology and apology were all taken forward in service improvement plans.

Evaluation of Adult Support and Protection (ASP) practice across five service areas including; four city-wide locality Hubs and Clusters, Mental Health and Substance Misuse teams; Community Justice Services; The Access Point and the Residential Review Team. The four areas of focus included; practice from the point of referral to closure, including local and statutory timescales; thresholds; quality of decision-making and outcomes for the service user involved. Despite key strengths being identified in timescales as well as thresholds, areas for improvement were identified in decision making, overall practice and outcomes for people. Locality improvement plans have been drawn up to address these, and work has been commissioned to address some of the system issues that continue to affect Adult Protection social work.

Self-Evaluation

Self-awareness is the goal for all service areas to perpetuate the knowledge about their strengths, areas for improvement, and to have enough planning in place to promote improvement, together with an awareness and understanding of the impact of services on individuals. The Quality Assurance service participates in work that supports and challenges service areas to develop and improve upon their own self-evaluation.

The Self-evaluation Improvement Guidance was updated in 2019 to assist services within the Council's social work provision to undertake self-evaluation activity and to ensure that all staff within services are included within the self-evaluation, improvement and change process. The guidance is based on the models of improvement used by both the Scottish Government as well as the Care Inspectorate. Several regulated services have started to use the guidance to support their service area's self-evaluation and continuous improvement activity.

Projects

Bespoke audit or quality assurance work is undertaken on an agreed and negotiable basis and dependent on priority and capacity of the Quality Assurance service. Some examples of this include;

Creation of a register of service area improvements and recommendations allowing for the tracking and monitoring of progress against these areas.

Quality Improvement work undertaken on Criminal Justice entry and exit interviews with people who use the service. This has led to a better system being in place to capture this key qualitative information regarding people's expectations and outcomes.

A report was commissioned by the senior manager for Quality, Governance and Regulation and the Chief Social Work Officer for the purpose of reviewing the procedure, process and quality of Large-Scale Investigations (LSIs) undertaken since 2015. The review made seven suggestions about how the LSI process could be improved to deliver better outcomes for ensuring people are safely cared for. Recommendations included reviewing the LSI procedure, LSIs to produce final reports for Chief Officer/CSWO sign off, and that a more collaborative approach with service providers subject to LSI is introduced.

Multi Agency Risk Assessment Conference and Outcomes for Children - this report was commissioned by Edinburgh's Child Protection Committee and the Chief Social Work Officer to review the level of effectiveness of the Multi Agency Risk Assessment Conference (Marac) in reducing the risk of domestic abuse to children and improving outcomes for children and young people. SafeLives, the developers and owners of the Marac model undertake audits and reviews of the process every 2-3 years. This was Edinburgh's first review of the Marac process from a children's service perspective, since implementation in 2013. The review identified good practice in Edinburgh connected to clear governance of this public protection forum, inter-agency working, as well as the volume of cases that were considered through the Marac process. However, key areas for improvement were identified in; the challenges of recurring domestic abuse and the impact that this was having on all parties including children, challenges in services managing to contact and communicate with the perpetrator of the domestic abuse, as well as the overall auditability of a system that does not have a dedicated database for information.

Investigation Skills Training concluded and has now been devolved to service areas and Human Resources (HR). In 2019 four, one and a half day sessions, were delivered in 2019 by Quality Assurance Officers and HR to ensure that staff were well placed to undertake investigation to a high standard.

As part of the **Children's Services inspection of 2018**, children's outcomes and the impact that services have upon these outcomes, is an area of continuing work. A pilot is in place in South West Edinburgh (which will also move to include adult services) look at new innovations in both capturing outcomes of children, as well as impact measures. As noted above, the same issues of outcome and impact data capture affect adult services, and agreement for piloting work has been given.

The creation and establishment of an early intervention model for domestic abuse has been a longstanding ambition for partners in Edinburgh. The Multi-agency **Domestic Abuse Local Action Group (DALAG)** is the model that Quality Assurance have taken a lead role in identifying the pathways for referral, screening and allocation for support across a multi-agency level of service provision. Testing of the pathways is underway, and a new early-intervention model across the city will come from this work.

Quality Assurance has been central to assisting the development of the **Involving People Strategy for Criminal Justice Services**. The strategy has been developed, and this included a review of questionnaires used with people who use services to be used online; six focus groups were held with people using Unpaid Work Services and the Men's Group. This strategy is assisting with strengthening the voice of people using Criminal Justice services, shaping the services that Edinburgh provides.

Complaints

The Council's social work services are required by statute to report annually on complaints received from service users, would-be service users, their carers and representatives. **Appendix 2** sets out detailed performance data and commentary.

Performance against statutory timescales is reported annually to the Scottish Public Services Ombudsman (SPSO) and the Council Leadership Team as part of the overall departmental performance scorecard.

Complaints are managed locally by the respective service areas; Children's Social Work; Social Care (EHSCP) and Criminal Justice.

Regulation

The role of Regulation is to provide professional expertise in the analysis, benchmarking and development of Care Inspectorate regulation, legislation and legal provision on behalf of the Chief Social Work Officer. This includes the development and implementation of regulation and compliance strategy in line with Care Inspectorate and Scottish Social Services Council national strategies as well as working with senior managers in the Council, the Health and Social Care Partnership, the Care Inspectorate and the Scottish Social Services. Regulation influences developments at a strategic and operational level to support continuous improvement in the quality of the service delivered to people who use registered services. A summary of the work undertaken by the Regulation service in 2019/20 can be found below:

Care Inspectorate (Appendix 3 – Regulated Care Services Gradings by Care Inspectorate)

- Registered Services Annual Return Analysis 2019 and subsequent report
- Gylemuir House Care Home De-registration and Closure working group
- Drumbrae Court Care Home individual inspection findings analysis and member of Drumbrae Improvement Group established by EHSCP and chaired by NE Locality Manager
- Royston Court individual inspection findings analysis and summary report
- Care Home Managers Development Sessions – developed and delivered jointly with Care Inspectorate
- Analysis and presentation of systemic findings for Care Homes and Home Care and Reablement Service
- Individual tailored bespoke advice and guidance to support Registered Managers develop improvement plans and evidence process change and improved outcomes for people using the service
- Drumbrae Care Home Short Life Working Group – addressing findings of an Internal Health and Safety Investigation
- Bespoke Registration Advice regarding notifications, new registrations and variations to existing registrations
- Attending Care Inspectorate conclusion of inspection feedback sessions
- Annual Returns 2020 – pre submission guidance to address findings of previous analysis and audit of compliance with completing and submitting returns across all registered services
- Analysis of Care Home performance against regulatory and other requirements in the form of a CSWO report

SSSC (Appendix 4 – Registration of the Workforce with the Scottish Social Services Council SSSC)

- Senior Social Worker SSSC Registration Audit
- Social Workers SSSC Registration Audit
- Care Home SSSC Registration compliance with registering for the right relevant part
- Care Home SSSC Registrations with Conditions Audit and subsequent establishment SSSC Registered Workforce Development working group to address findings
- SSSC Management Systems review
- Development of Workforce Specific Awareness Sessions jointly with the SSSC Head of Registration

Regulation lead a project team supporting the homecare and housing support workforce in registering with the Scottish Social Services Council (SSSC). The registration for care at home and housing support opened on October 2017, with workers required to gain registration prior to the need for compulsory registration from the 1 October 2020.

Approximately 1200 workers required to register, with a deadline of December 2019 being set by the SSSC.

Supporting the registration of workers in care at home and housing support, Project 1400 set out to ensure the experience was positive for staff and an opportunity to promote care values across the homecare sector. The team developed innovative methods to engage the workforce and manage the registration programme. The project delivered 30 briefings and workshops across the sector, which involved 24 homecare and housing support teams. This included older people services, disability services, homelessness services and housing support services.

80 drop-in surgeries were delivered to frontline staff, offering direct support and guidance to applicants and managers.

Regulation continue to work with services and colleagues in supporting the sector with ongoing compliance with registration.

The result and outcomes from this were very positive with 99% of the staff achieving registration, ensuring that Edinburgh's care at home workforce were ready and compliant with the new registration deadline.

Chief Officers' Group

The Chief Officers' Group (see **Appendix 1**) has overview and governance responsibility for public protection in Edinburgh. The Chief Officers' Group had a development day in early 2020, and redrew its Terms of Reference, which included the introduction of elected members into their membership.

Child Protection Committee

A development day of the Edinburgh Child Protection Committee (CPC) was held on the 8 May 2019, from which the CPC Improvement Plan for 2019/20 focussing on five key themes was created: Multi-agency chronologies, neglect, domestic abuse, participation & engagement, and visibility and communication.

These priorities reflect the range of issues which had been identified through multi-agency collaboration and learning from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs) as areas for improvement. The current plan builds on progression from the previous plan, specifically through the continued implementation of a pan-Lothian approach to multi-agency chronologies and the neglect toolkit, as well as reviewing the implementation of the Safe and Together approach to addressing domestic abuse. New areas of work identified through a CPC development session for the forthcoming year are; the need to increase the voices of young people and their families within child protection processes, and to enhance the visibility of the CPC amongst the workforce.

The CPC multi-agency budget has been used to support the ongoing improvements necessary to ensure children are safe. This has included the continued funding of a public protection business support post, ensuring that crucial administrative capacity is available for key public protection activity such as the coordination of Initial and Significant Case Reviews. The budget has also been used to maintain the electronic Inter-Agency Referral Discussion (eIRD) system, ensuring the continued operation of this sector leading resource.

Reports of two external evaluations, commissioned through this budget, were presented to the CPC in the last year, highlighting important successes as well as offering areas where the committee can refine our practice going forward. An evaluation of the pilot project regarding return interviews for young people who go missing from residential care noted the benefit of this relationship-based approach and the impact it has had on the safety of young people. In addition, an evaluation of two inter-agency training courses has highlighted the value this learning has brought to the attendees.

Ongoing funding for inter-agency training has been crucial in ensuring that our staff are skilled and knowledgeable in carrying out their roles. In addition to a full programme of child protection courses, funding has also supported the delivery of one-off events such as a learning event about national and local Significant Case Reviews, delivered in conjunction with the Care Inspectorate.

In recognition of the range of cross cutting issues in the public protection landscape, from 2020/21 this budget has been rebranded as a Public Protection Budget, with oversight provided by the Chairs of all Public Protection Committees.

Data and Performance

The reduced numbers of children subject to Child Protection Registration has continued throughout 2019/20. During this period, the Quality Assurance Subcommittee has carried out a range of activity in order to provide assurance and scrutiny for the CPC and Chief Officers' Group. This has included a multi-agency audit of children who were considered at a Case Conference but whose names were not placed on the child protection register, as well as following up a selection of cases six months after deregistration to assess if reduced risks, leading to de-registration have been maintained. These audits highlighted the robust scrutiny and decision making in operation at key points in the process.

Changes to the way data is collected and analysed has supported quality assurance including how services understand and analyse data going forward; by using the National Minimum Dataset for Child Protection Committees in Scotland from October 2019. Edinburgh has been able to benchmark performance alongside comparator local authorities, as well as utilise the detailed scrutiny which has been built into the framework by CELCIS and the Scottish Government. Supplementing this dataset with meaningful local indicators around referrals and IRDs ensures an understanding of each stage of the child protection system.

The table below reflects the activity levels through multi-agency Initial Referral Discussions (IRDs). These are based on the receipt of Child Concern Referrals from a number of sources which come into Social Care Direct before being assessed by the children and families social work teams across the city. In the main concerns come from various agencies, in principle from Police Scotland, however concerns can also initiate from within the social work service, due to either cumulative issues of concern or the non-compliance of families. The number of IRDs across the years shown have maintained from the first year, with a slight increase in the years 2016/17 and 2017/18.

Item	Figures for period April to March				
	2015/16	2016/17	2017/18	2018/19	2019/20
Child protection Interagency Referral Discussions (IRDs)	1,277	1,343	1,396	1,210	1,205
Child Protection Case Conferences (Pre-birth & Initial)	470	385	325	229	194
Case Conferences as a percentage of IRDs	37%	29%	23%	19%	16%

Adult Protection Committee

The Adult Protection Committee held a development day on 12 September 2019. This session supported the creation of the new Adult Protection Improvement plan, which focusses on prevention, protection and improvement.

Adult protection referrals have slightly reduced in number compared to the previous year but remain higher than the period 2017/18. In the five-year period there is a significant increase in referrals since 2015/16 from 1134 to 1994.

The number of Inter-agency Referral discussions (IRDs) is higher than last year and there has been an overall increase over the five-year period. The conversion rate from referrals to IRD is higher than the previous year having risen from 18.70 % to 21.56 %. This rate has remained consistent for the previous four reporting years.

Numbers of Adult Protection Case Conferences and reviews taking place are significantly higher although this may be due to reporting issues. A procedure has been introduced this year to facilitate an extra check on the figures with the Adult Protection business support team. This has shown an improvement in the recording which could potentially reflect on an increase of the number of conferences recorded, explaining the difference with previous years.

	2015/16	2016/17	2017/18	2018/19	2019/2020
Adult protection referrals	1134	1726	1870	2140	1994
Inter-agency Referral Discussions (IRD)	329	425	358	402	430
IRD as a % of referrals	29%	21.50%	19.10%	18.70%	21.56%
Adult protection initial case conference	79	99	80	116	167
Initial case conference as a % of IRD	24%	23.30%	22.30%	28.90%	38.84%
Adult protection case conference reviews	110	93	113	239	347

Equally Safe Committee

The Equally Safe Committee (ESC), previously known as the Edinburgh Violence Against Women Partnership (EVAWP) held a development day on 6 November 2019. This created the basis for their next development plan, as well as reviewing how to deliver locally against the [Equally Safe](#) agenda.

Through 2019/2020 the ESC has continued to develop and strengthen links with other groups and bodies, underlining the need for the response to violence against women to be integrated effectively with adult and child protection services and community planning. The Executive Group has also increased its membership to include representation from children's charities, charities representing black, minority, ethnic refugee and migrant women and children and representation from higher educational establishments in Edinburgh.

Both Equally Safe and service development in Edinburgh have an emphasis on preventing violence from occurring in the first place, and where it does occur, intervening at the earliest possible stage to minimise the harm caused. Representatives

from the ESC will continue to work with the National Violence Against Women Network, comprising representatives from VAWPs across Scotland, to ensure consistent delivery of Equally Safe which provides a clear strategic framework across four priority areas:

- Priority 1: Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
- Priority 2 - Women and girls thrive as equal citizens: socially, culturally, economically and politically
- Priority 3 - Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women and girls
- Priority 4 - Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response

More than 2,000 women experiencing or at risk of domestic abuse were referred onto specialist support services. Over 800 were referred for specialist advocacy in the Edinburgh Domestic Abuse Court.

Over 600 women received specialist support after rape or sexual violence including the full spectrum of sexual assault. Many of those supported had not reported to the police.

Over 40 women experiencing/having experienced or at risk of female genital mutilation (FGM) received support from a specialist agency, including adult women being supported to recover from FGM experienced in their childhood.

In total 67 men were referred to support to address their abusive behaviour via the Caledonian Project and 11 men were referred to the Respekt service.

Service providers engaged in four-weekly Multi Agency Risk Assessment Conferences (MARAC), Multi Agency Tasking and Co-ordination (MATAC) and Domestic Abuse Disclosure Decision Making Forums, where information is shared to support victims' safety and to hold perpetrators to account.

Edinburgh Rape Crisis Centre, Edinburgh Women's Aid and Shakti Women's Aid shared a joint stall at Edinburgh Pride for the fifth year in succession. Discussion and engagement in supporting LGBT+ communities continues. The ESC engagement in the localities has continued this year with partnership representation in each Edinburgh Locality and ongoing partnership work between Edinburgh Women's Aid and the Council's Family and Household Support Service (FAHSS) to embed domestic abuse specialist staff in local offices.

The work of Fearless Edinburgh continued with involvement of Edinburgh Rape Crisis Centre, NHS Lothian and Edinburgh Women's Aid.

Service providers were involved in the ongoing work of the sexual violence and trauma subgroup of the ESC working alongside a range of health professionals to take forward related strategic plan actions, this work is covered in more detail in the ESC Improvement Plan.

Offender Management Committee

The regular performance review has identified a 25% increase in comparison to last year in the complex workload and oversight of cases at MAPPA Level 2. This case load is being monitored but at present this business continues to be managed by all agencies.

A Significant Case Review commissioned in 2018 has concluded and the Executive Summary has been published on the Council's website. All recommendations for partners in Edinburgh have been completed.

The key agencies involved in offender management responded quickly and appropriately to the Covid pandemic ensuring continuity of business and management of risk was prioritised and focused on those individuals assessed as posing the most significant risk of harm to our communities.

Drugs and Alcohol Partnership

Edinburgh Alcohol and Drug Partnership (EADP) is required to submit a strategy and delivery plan to the Scottish Government. This strategy sets out three high level outcomes, which have guided the work of the partnership. These are:

1. Children and young people's health and wellbeing are not damaged by alcohol and drugs
2. Individuals and communities affected by alcohol and drugs are stronger and safer
3. Fewer people develop problem drug/alcohol use and more people (and their families) are in recovery Services for Children and Young People with Alcohol/Drug Problems

A partnership model for delivering these services has been developed for young people with alcohol / drug problems, under the name, Young People's Substance Use Service (YPSUS). This involves NHS Lothian, City of Edinburgh Council and three voluntary organisations. The model ensures that young people across the city have access to the following services to address their problem drug/alcohol use:

- Assertive outreach
- Counselling
- Other one-to-one support
- Family work
- Prescribing other clinical support

Where possible, young people receive support for problem use within their local community through the third sector. However, where the use is more complex and/or likely to require a medical intervention, young people are referred to the Young People's Nurse within the Young People's Service.

Reducing alcohol and drug related offending:

Treatment and Recovery Services in HMP Edinburgh are provided in partnership by NHS Lothian, and three third sector organisations (Edinburgh and Lothians Council on Alcohol, Simpson House and CGL). Scottish Prison Service representatives are

key EADP members and have presented a recent overview of substance misuse in prisons.

A dedicated team continues to intervene with those sentenced to Drug Treatment Testing Orders (DTTO) in the community and the Willow Project work with offending women including many who use substances.

The EADP initiated and participated in a NHSL-led review of resources and the Addiction Pathway for Drug & Alcohol Treatment in HMP Edinburgh, which reported in November 2019. This report makes several recommendations for consideration by NHS Lothian and the EADP. It also highlights other areas where improvements could be made that might have a beneficial effect on the prison environment, prisoners and staff in relation to coping with and addressing substance misuse and mental health issues. The recommendations cover the following areas:

- Remand Prisoners
- Safe discharge for all prisoners
- Equitable access for all prisoners to addiction treatment and care services
- Workforce development
- Communication
- Resources

These high-level outcomes have been used as the framework for this annual report for the Chief Officers' Group.

Minimising Drug Related Deaths

Final figures for the number of drug related deaths in 2019-20 have not yet been released. It is expected that Edinburgh will remain very similar to 2018-19 (95). However, over the last few years, the total number of drug related deaths has risen sharply in Edinburgh as is the case elsewhere in Scotland.

The reasons for this increase (nationally and locally) relate to the increasing numbers of older drug users. Many people who became drug dependent over the last three decades (especially then-young men in areas of multiple deprivation) are ageing and continuing to use drugs, making them increasingly vulnerable socially and medically.

The general profile of those who died was as follows:

- White, Scottish Males in their late 30s
- Single and unemployed
- A known history of both alcohol and drug misuse
- Previous contact with secondary care treatment services; not in contact with secondary care at time of death, but may have been in treatment
- Death occurred at home often in the company of friends
- Toxicology report suggested a combination of drugs and alcohol contributed to the death.

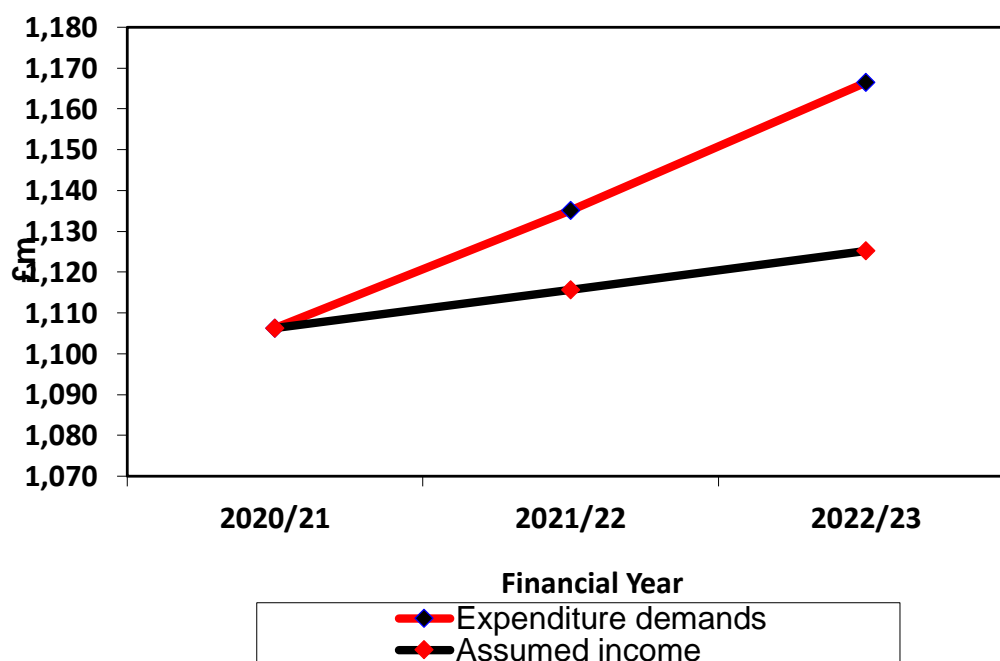
Four locality-based Drug Related Deaths Review Groups work to learn lessons from individual drug related deaths. These groups are attended by local professionals who

are responsible for local service delivery. Key issues and lessons are fed into the Pan Lothian Strategy Group to develop a strategic response across organisations. Some elements of this response are interventions directly targeted at preventing drug related deaths:

Resources

As in previous years, the Council continues to face significant financial challenges resulting from a combination of increases in service demand, inflationary pressures, legislative reform and heightened citizen expectations. These factors are set against a backdrop of core Government grant income that is not keeping pace with demand.

The chart below shows the gap between projected expenditure demands and available funding, inclusive of planned increases in Council Tax. This gap would, other things being equal, increase if levels of Government funding were lower than anticipated or required demographic provision were higher than currently provided for.



Despite these undoubted challenges, on 20 February 2020, the Council approved a balanced budget for 2020/21 and indicative balanced budgets for the following two years, based on current grant funding and other financial planning assumptions as well as a program of savings. The approved budget for 2020/21 was predicated on the delivery of some £35m of savings, as well as management of all service pressures and delivery of a balanced budget by the EIJB.

Since the budget was set, however, the Council has been severely affected by the impacts of the pandemic, resulting in increased expenditure demands and, in particular, large reductions in income. Loss of the Lothian Buses dividend and reductions in parking income in March 2020 resulted in a provisional 2019/20 overspend of £5.231m, the first-time expenditure has exceeded budgeted levels in thirteen years. A progress update considered by the Policy and Sustainability Committee on 25 June 2020 highlighted a remaining in-year funding gap of almost £30m. The report recommended a further tightening of financial controls, but it is highly likely that identification of mitigating actions will need to go beyond incremental efficiencies and consider more fundamental prioritisation of existing

services if financial sustainability is to be maintained. Initial assessment of the planning assumptions and savings approved for delivery in 2021/22 and 2022/23 has also identified a number of areas where the delivery now looks to be in doubt, including the assumed levels of increase in Council Tax and other fees and charges and application of a 2% savings target to the EIJB.

Demographic investment

In recent years, budget planning in the Council has provided significant protection to social work services, as well as for other priorities, such as schools. The Council's long-term financial plan continues to provide, through full pass-through of sums received from the Scottish Government, for additional funding to meet the growing needs for care services from the increasing number of older people in the population, particularly those over the age of 85, and increasing numbers of people with learning and physical disabilities due largely to greater longevity.

Funding is also provided for a growing number of children and young people, the level of which is adjusted, as appropriate, for preventative investment in early years activity and by actions intended to reduce the increase in the number of Looked After children.

Summary:

Understandably there exists a real and acute concern about the impact of this budget provision on the delivery of social work service provision within the city and most importantly statutory elements of delivery. In addition, the impact of Covid extends to all the Council's partners, voluntary sector organisations and crucially on our communities. The year ahead is going to be a challenging one financially, just at the time when families and individuals in Edinburgh will be affected by increasing poverty and unemployment.

Workforce

The City of Edinburgh Council employs over 1000 staff in social work service delivery across the three areas of social work.

Gender split – 71% female, 29% male

Average age - 45

Average length of service – 12 years

Ethnicity

Any/other Asian Background	4	0.3%
Any/other Black Background	6	0.5%
Any other ethnic group	1	0.09%
Any other mixed background	8	0.75%
Any other White background	39	3.7%
Black – African	14	1.3%
Chinese	1	0.09%
Indian	2	0.18%
Prefer not to say	8	0.75%
White – other European	26	2.45%
White – Irish	44	4.15%
White – other British	103	9.7%
White – Scottish	653	61.6%
Not disclosed	149	14%

Learning and Development

The Council's Learning and Development Team work with directorates and service areas to support essential learning, qualifications, continuous professional development (CPD) and practice learning across social work and social care. This involves the facilitation of in-house learning delivery and work with providers to deliver opportunities to employees.

Essential Qualifications

Preparing our front-line social care employees for SSSC registration:

Scottish Vocational Qualification (SVQ) in Social Services and Health Care: The Learning and Development Team monitor and respond to the qualification and professional registration needs of support workers, practitioners, supervisory managers and registered managers across all settings in the HSCP. In 2019/20 there was a significant focus on the qualification needs of staff working across all SSSC registered services. For the past four years, the SVQ programme has been delivered by a contracted provider.

The outsourced model of assessment can provide some challenges as contact between assessors and candidates is set and relies on candidates keeping the momentum going in terms of self-directed learning between their contact so that they achieve the qualification within agreed timescales.

These challenges, plus the disruption caused by Covid from March 2020 onwards have impacted on the numbers of staff who have achieved their SVQ during the Financial Year 2019/20.

SVQ Social Services and Healthcare (SCQF6)	
Active candidates start April 2019	99
Candidates withdrawn during 2019/20	10
Candidate complete Awards 2019/20	45
Active candidates May 2020	44

SVQ Social Services and Healthcare (SCQF7)	
Active candidates start April 2019	21
Candidates withdrawn during 2019/20	2
Candidate complete Awards 2019/20	14
Active candidates May 2020	5

The contract for the provision of the SVQ programme is now due for renewal. The aim will be to commission a supportive and flexible model of assessment delivery for the financial year 2020/21. It is important to say that; the model of delivery is less important than a wholehearted commitment to ensure that candidates are given on-going support and encouragement from workplace line managers. It cannot be underestimated the challenge that an SVQ can present for individuals who are trying to balance the demands of work, home-life and study.

Preparing our Leaders for SSSC registration

As well as preparing the front-line workers for their registration, work has been undertaken to identify the Supervisory and Registered Managers who need to achieve an SQA accredited qualification to support their professional development and their SSSC registration.

This qualification is primarily undertaken by supervisory managers within the HSCP however in 2019/20 a pilot Personal Development Award (PDA) was undertaken for six Senior Social Workers (SSW) who had identified a need for a more structured introduction to the professional supervisory manager role. The evaluative feedback from the SSWs was favourable. However, only three went on to complete the final assignment and therefore achieve the qualification.

PDA Supervision in Social Services (SCQF7)	
Cohort 1-4 May 2019 – Feb 2020	31
Withdrawn/Fail	6
Completions	25

The SVQ in Management (SCQF9) and the Care Services Leadership and Management Units (SCQF10) continue to be made available to our SSSC Registered Managers. Evaluation feedback on the experience of working with the provider and the assessment team is consistently positive.

SVQ Management and 2 x CSLM Units (SCQF 9 & 10)	
Active candidates start April 2019	10
Candidates withdrawn during 2019/20	1
Candidate complete CSLM Units Only 2019/20	6
Active candidates May 2020 (6 who completed the 2 CSLM Units now progressing with Management Units)	9

Mental Health Officer Award

In 2019/20 six employees came forward from both Communities and Families and Health and Social Care to commence the Mental Health Officer Award (MHO). The programme was due to be completed in June 2020 however due to Covid, the final placements have been postponed. There is a commitment from Edinburgh University and the Council that the placements will commence in late September or early October to allow trainee MHOs to complete their awards successfully.

Essential Learning

Essential Learning for Care Programme

Essential Learning for Care Programme (ELCP) has been developed so that Health and Social Care employees can complete the essential learning requirements for their role relatively soon after their commencement in post. The opportunity to have periods of protected time for learning supports the development of a workforce which is competent, confident and valued.

The year saw a reduced level of recruitment with 32 new front-line employees completing the ELCP. In March 2020, in response to the challenges brought about by the pandemic, Learning and Development (LD) had to quickly move to providing the essential learning using a blended approach for individual services. Consultation with service managers allowed LD to identify role specific essential learning requirements. Face to face training has been reduced to a minimum, therefore, Manual Handling and Management of Medicines courses are the only course delivered in this way. They are delivered following strict social distancing and using recommended infection control measures. The knowledge and theory from several other courses have been translated into a digital format to create Covid Condensed Learning suites of e-learning. To make the learning accessible employees can login to their personal accounts using Council PCs or personal devices. This means that new employees and those who are repurposing to other roles obtain the key skills and competencies required to do their job and ensures the safety of individuals accessing services.

Child Protection

In the last year Learning and Development have continued to deliver child protection via face to face training, as well as increasing the digital presence in order to offer staff learning that they can access as and when they need it.

There were 70 child protection sessions delivered to staff who needed specific contact workforce training. This is approximately 2500 staff, mainly in education and also including some colleagues from the voluntary sector and health as well as Police Scotland. There has also been an increase in staff attending these sessions who work within housing and / or in family and household support services, many of whom have not previously worked with children. In-depth training to managers continues to be part of the suite of development opportunities offered, again predominantly with take up from education. Around 680 members of staff have received this training in 2019/20.

More in-depth face to face training for staff, and in particular social workers, on a range of topics including; communication tools with children, neglect, domestic abuse, fetal alcohol spectrum disorder, support for practitioners to better observe infants, and keeping children safe online have all been offered. This has been delivered for Council employees as well as through the Interagency training calendar.

Neglect continues to be a national priority and an area of concern for frontline staff, regardless of their role. In response to this, the CPC continue to ensure that neglect is covered across a number of child protection courses, focusing on employee understanding of neglect and considering how to respond in a restorative manner.

In terms of the increased digital presence, colleagues have created a number of modules offering bitesize learning on a range of subjects. This is often through a blended approach and complements face to face learning. This has been particularly helpful during the pandemic, making learning accessible. These digital modules are in the process of being shared with colleagues in the voluntary sector, police and health. These have also been shared with our partner provider nurseries and childminders.

In addition to facilitation of training, the CPC have continued to be involved in conversations with our colleagues in Communities and Families. This has included discussions with colleagues in education around the recording of child protection concerns, digital safety planning as part of the Community Safety Strategy and supporting employees in other areas as they develop learning opportunities for their staff and volunteers.

Newly Qualified Social Worker Programme

The six day Newly Qualified Social Worker programme is continuously updated to include current and relevant learning and is open to Newly Qualified Social Workers from all social work disciplines. The course ran from October to December 2019 and there were 26 people in attendance from both Communities and Families and HSCP and evaluations were positive. This year included an input from the Council's legal department and an input on suicide prevention. Both were evaluated well using the level 3 Kirkpatrick model of evaluation. In answer to the question '**What elements of the programme have you been able to use in practice?**' Responses included:

*Using safe talk in practice (with 2 examples shared);
How to access the legal department and finding it helpful to do so after the course;
Using tools discussed in communicating with children;*

Now know and appreciate the importance of supervision.

Continuous Professional Learning and Development (CPD)

Providing CPD opportunities to the Health and Social Care workforce

Despite the financial challenges that the Council face, it was agreed that it is important to maintain a commitment to the professional and career development opportunities offered to front-line social care employees. The Higher National Certificate (HNC) in Social Care supports students to explore Social Care Theory, Health, Wellbeing and Safeguarding, Care in Contemporary Society and Lifespan Development. The current provider, delivers the course as an evening class, taught from Waverley Court. Currently there is a year one and a year two group with the aim to have a further intake in November 2020. This course evaluates extremely positively and is always in demand.

HNC Social Care (intake 2018/2020)	
Intake Sept 2018 – June 2019	18
Candidates withdrawn	2
Candidate complete HNC Units	8
Active candidates May 2020	8
<i>This intake has had numerous extensions for a variety of reasons the final extension was due to end April 2020, but Covid has forced an additional extension until August 2020</i>	

HNC Social Care (intake 2019/20)	
Intake September 2019 – December 2020	24
Candidates withdrawn during 2019/20	2
Active candidates May 2020	22
<i>This intake has been severely disrupted by Covid – hold on teaching since mid-March 2020</i>	

Preparation for work and for study

Communication 6 is an SQA qualification delivered to Council staff by an external provider. This course is of interest to staff who lack confidence with their written, spoken, reading and listening skills. It is very popular with staff who wish to apply to do HNC in Social Care, as well as those who have not studied formally for many years. It is delivered over 12 half-day sessions and students can achieve a formal SQA qualification at SCQF 5 or 6. It has proven to be of interest to many staff who speak English as an additional language, the expertise of the tutors can be invaluable in sign-posting staff towards further language development opportunities.

Communication (SCQF6)	
Cohort 1 and 2 September 2019 and January 2020 Intake	25
Withdrawn (cohort 1)	1
Fail (cohort 1)	2
Completions (cohort 1)	9

Ongoing (cohort 2)	13
<i>Cohort 2 was paused in March 2020 due to Covid 19 outbreak and students will be re-enrolled when it is safe to return to classroom-based study.</i>	

Certificate in Child Welfare and Protection and Module in Adult Services

Support and Protection

In 2019/20 Learning and Development have supported social workers to undertake additional learning at SCQF Level 11 in Child and Adult Protection. Twelve social workers were recruited to undertake the Child Welfare and Protection Certificate and eight for the Adult Support and Protection module.

Practice Learning

As of 20 March 2020, all social work placements were stopped due to Covid and associated lockdown. This affected placements which were in their early stages and it has recently been agreed to reinstate these placements, mindful that the arrangements for students will be affected by the Covid related restrictions.

In 2019/20 the Council hosted 23 placements from the following universities; Robert Gordon's, Stirling, Edinburgh and the Open University. The placements included first time and final year students. Placements were facilitated across all social work settings.

Currently there are five employees undertaking the practice learning course with the Tayforth Partnership. Continual investment in our future Practice Educators is vital in ensuring that placements can be facilitated, and a learning culture can be developed. This also supports future recruitment and retention of social workers. The Link Workers course ran in early spring and eight employees attended. The next course is due to run again in October. There have been some changes and developments to the course, but feedback remains positive. Napier University is in the process of designing a new Practice Educators' course and discussions continue to take place to ensure that this will meet the learning requirements.

To support and develop the integrated Health and Social Care placement approach, a working group has been established in South East Locality and an integrated placement pilot is about to be undertaken. This approach could be extended across Edinburgh in the future.

Workforce Planning

In **Communities and Families** Social Work there has been longstanding success at achieving a good level of staff retention in practice teams in which staff report being well managed and supported. This has been borne out by the annual staff survey regarding quality of supervision. The Council is able to recruit sufficient numbers of new social workers to fill vacancies in teams and therefore there is no need to use agency social workers.

The **Edinburgh Health and Social Care Partnership** is required by the Government to produce a full, 3-year workforce plan for the Partnership by the end of March 2021.

The Partnership needs to consider a workforce strategy that acknowledges the wider connections to the likes of recruitment and retention strategies as well as learning and development initiatives. Following the baseline workforce report that was produced in December 2018, the Partnership are now working to compile the final report that will be submitted to the Scottish Government on 31 March 2021, utilising the guidance which they provided in December 2019. Challenges remain around systems, terminology and classification of workforce data across both organisations.

The Council are continuing to assess succession planning, career pathways, talent management and leadership and management development across the Partnership. Looking at how the Council can maximise the skill mix and ensure a joined-up approach to training and development.

Social Care as a vocation has sometimes been viewed as demanding but low paid, and recruitment and retention challenging. The Council face a potential crisis in the provision of care and support services over the coming years, with a growing population of older people and fewer people coming into a labour market that is increasingly competitive and impacted by the high living costs within Edinburgh.

In order to address this, the Partnership worked extensively with the Council Resourcing Team in order to benefit from the National Recruitment Campaign for Adult Social Care in January 2020 through until April 2020. The Partnership have been successful in identifying 30 new staff to join the Adult Social Care teams across Care Homes in the City.

Edinburgh Local Practitioner Forum (ELPF)

The Chief Social Work Officer sponsored Edinburgh Local Practitioner Forum (ELPF) continues to meet 2-3 times per year. This year ELPF have met on two occasions and had also organised an event in celebration of World Social Work Day for 17 March 2020; however, this unfortunately had to be put on hold due to the onset of the pandemic.

The ELPF continues to offer opportunities for front line staff to reflect on their practice, discuss service developments across the city and how these will impact on their day to day work. The ELPF maintains an online presence and encourages participation from voluntary sector workers, front line workers, senior managers and social work students. This year the interest in the ELPF has continued to grow, with increased attendance figures (over 60 professionals registered to attend the meeting in December).

The number of subscribers to the ELPF's website (www.elpfonline.org.uk) currently sits at 96. This is used to maintain engagement with practitioners and professionals, and to supplement traditional email and face-to-face contact opportunities. The website includes the dates of upcoming meetings and copies of the agendas and presentations used.

During the period of 2019/20 the ELPF have had two events. The first on 26 June 2019 looked at celebrating success in social work. The Quality Assurance and Compliance Manager also provided an update on the Children's Inspection and the Council's recent supervision survey. The second event took place on 9 December

2019 and involved an exploration around how to “Poverty Proof” Social Work. There was a discussion around the 1 in 5 approach and a dialogue with social workers about how they can better reflect families lived experiences of poverty in their conversations and assessment to better improve outcomes. The Celebration Event that was scheduled for 17 March 2020, was due to have Mary Glasgow (Children’s First) and Darren ‘Loki’ McGarvey (author of Poverty Safari) as speakers. In addition, some Social Work Practitioners and Students were going to deliver 10-minute TED style talks about why they chose to become social workers. There was also going to be a quiz and networking opportunities. It is hoped that this event will be rescheduled once safe to do so.

The forum are always keen to hear from anyone interested in becoming more involved with the ELPF and any notes of interest can be emailed to localpractitionerforum@edinburgh.gov.uk.

Black and Minority Ethnic Equality Workers Forum (BME Equality Workers)

The Black and Minority Ethnic (BME) Equality Workers have been in place since 1995. The group provide an opportunity for staff to come together to discuss and address pertinent issues and hold annual city-wide events, looking at particular aspects of practice and development. The forum regularly meets to discuss common issues that affect all minority ethnic employees and their communities.

The aim of the group is to:

- facilitate support between members and network with one another
- work alongside managers and equality officers to promote policy and practices on equality issues
- assist in challenging racism and discrimination
- work towards ensuring there are no discriminatory practices in recruitment, training and practice
- share information and experience
- support the development of good practice on race equality and diversity matters.

They do this by:

- offering support and advice to colleagues
- participate and consult on Council strategies
- support the implementation of legislation, policies and good practices
- occasionally deliver training and information sessions

COVID-19

Throughout the initial lockdown, services in Edinburgh continued to deliver good quality social work and social care to those in need. Services in Edinburgh responded well to the Covid-19 pandemic's challenge to ensure that those most vulnerable and at risk from Covid and the impact of lockdown, were well supported and wherever possible, disruption to care and support was kept to a minimum.

Overwhelmingly, services and staff across social work and social care, along with their partners, continued to provide much needed support to vulnerable people in the City. This was constrained understandably by the Covid related restrictions and lockdown and therefore best use was made of technology and keeping in touch with individuals and families remotely and by telephone. Personal Protective Equipment (PPE) was, after some struggles to get supply flowing, used to full effect and some front-line face to face services continued as required due to their statutory nature and the needs of citizens. Some services due to Government guidance, and their use of group work, needed to alter to a more remote and personalised approach.

This is a situation that we had not foreseen in its entirety before, and we need to acknowledge the hard work and commitment of staff across the Council and Partnership, as well as the reliance on our strong working partnerships, which stood us well in this crisis and continue to do so.

Overall, although shielding affected staffing of some key services, Edinburgh did not experience significant challenges with staff absence due to Covid.

As a response to the pandemic, the Council established a Recovery, Adaptation and Renewal programme to take on the challenges that the pandemic brought and look to the current and future delivery of services. The following are key areas for this important work that will take Edinburgh from its initial reaction to a planned approach:

- Public Health Advisory Board – ensuring the effective communication and implementation of national public health advice
- Service Operations – looking at how to re-introduce essential services that need to be adapted for social distancing and/or digital delivery
- Change, People and Finance – understanding the financial consequences on the Council, our Budget forecasts and assessing the current strategies and deliverables in place
- Sustainable Economic Recovery – engaging with businesses, stakeholders and sectors to inform the economic recovery plan
- Life Changes – developing the Council's short and long-term responses in tackling poverty across Edinburgh

Work on these important areas of development are well underway and will assist the Council to review its ability to go forward in what appears to be a very uncertain time due to the pandemic and its enduring impact on society. The significant impact that Covid has had on the financial context of the Council and its partners cannot be underestimated.

Appendix 1 – Public Protection Strategic Partnerships and Monitoring

Diagram 1 – Strategy and planning groups

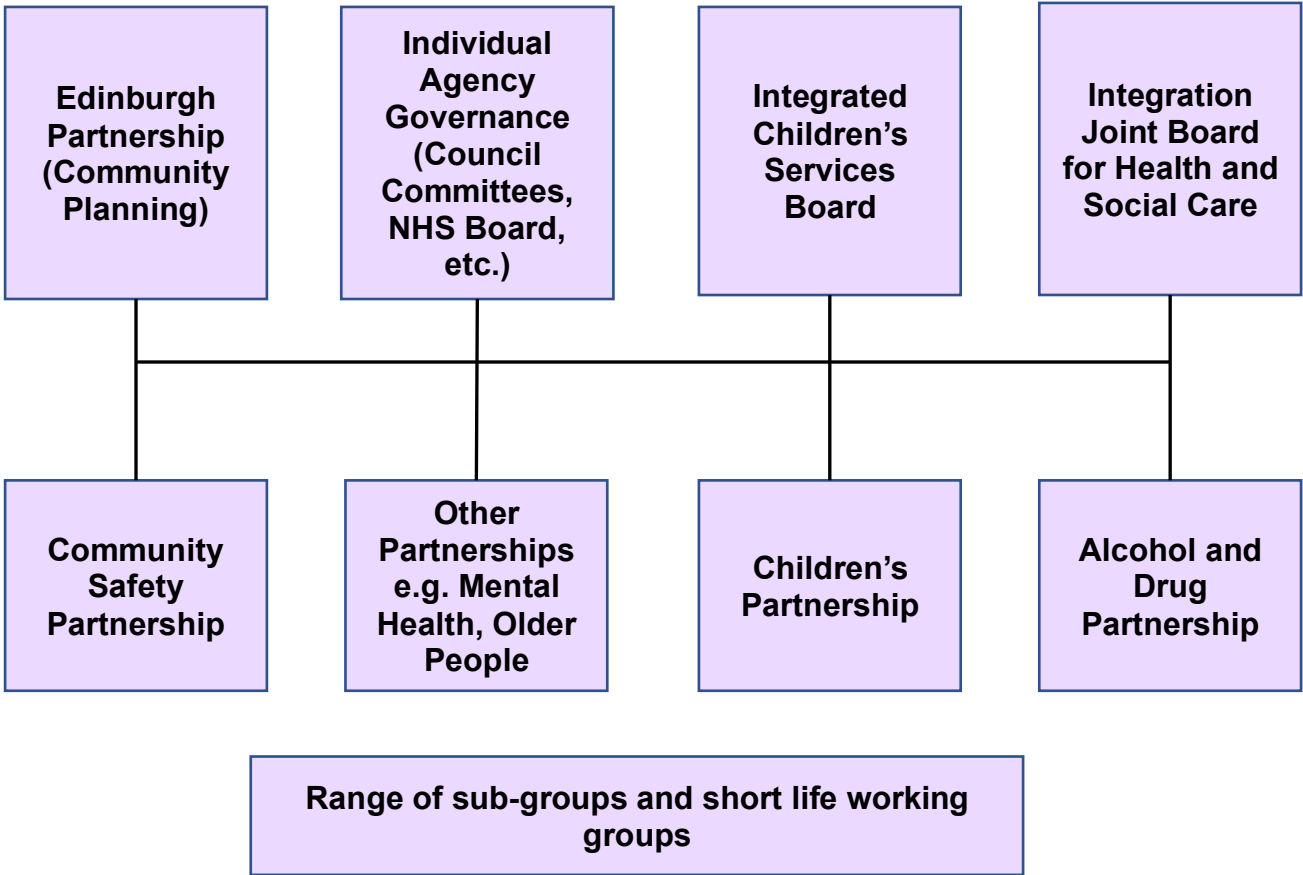
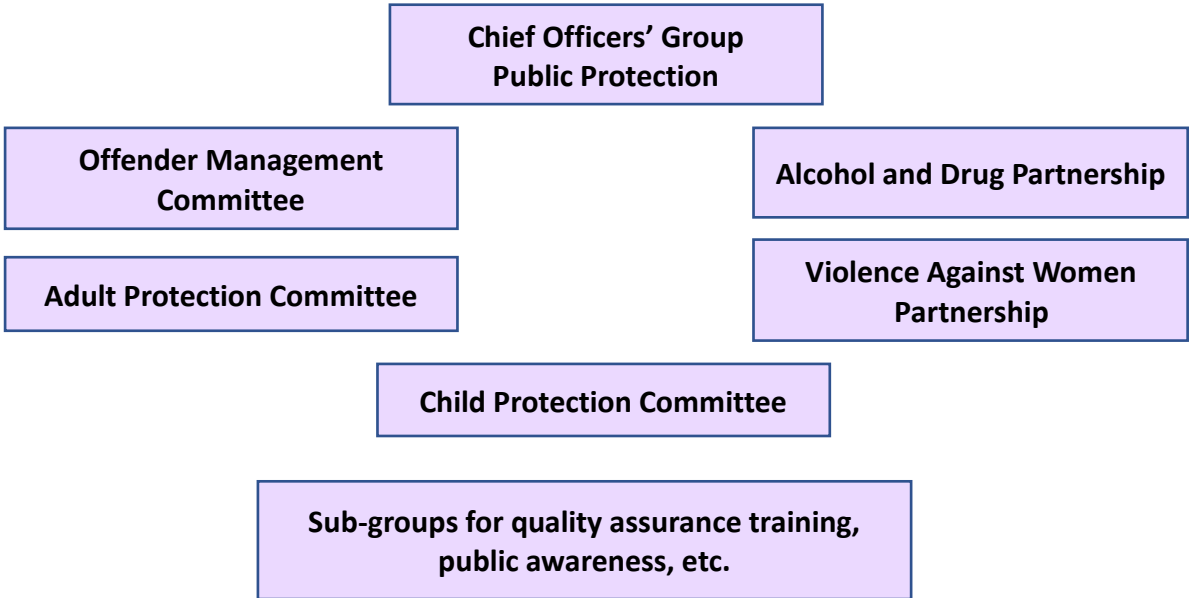


Diagram 2 – Public protection groups



Appendix 2 – Statutory Complaints Analysis

The City of Edinburgh Council is required to report annually on complaints received from anyone who receives, requests or is affected by a social work service.

The Council is committed to improving social work services for the people of Edinburgh and recognises that complaints are an important source of customer feedback. The following table sets out the number of social work complaints over the last three years dealt with as frontline resolutions (stage one); the number of complaints that required formal investigation (stage two); the number of complaints referred to a Complaints Review Committee; and the number of complaints referred to the Scottish Public Services Ombudsman (SPSO).

Along with responding to complaints the Council also respond to enquiries made by the public, and by elected members (MPs, MSPs and Councillors) on behalf of their constituents.

	2017/18	2018/19	2019/20
Stage One Frontline Resolution			
• Edinburgh Health and Social Care Partnership	74	111	76
• Communities and Families	42	35	46
• Community Justice	5	16	7
Stage Two Investigation			
• Edinburgh Health and Social Care Partnership	79	72	37
• Communities and Families	20	45	23
• Community Justice	0	4	2
Complaint Review Committee**			
• Edinburgh Health and Social Care Partnership	9	2	0
• Communities and Families	1	0	0
• Community Justice	0	0	0
Scottish Public Service Ombudsman			
• Edinburgh Health and Social Care Partnership	0	0	1
• Communities and Families	0	2	0
• Community Justice	0	0	0
Enquiries			
• Edinburgh Health and Social Care Partnership	65	143	95
• Communities and Families	23	34	8
• Community Justice	2	1	0

***Changes to legislation on 1 April 2017 saw the end of the Statutory Social Work Complaints procedure and the Complaints Review Committees. Social work complaints now use the Council's Corporate Complaints procedure which enables complainants to escalate their complaint to the Scottish Public Services Ombudsman if they remain dissatisfied with the Council's stage 2 investigation response. As there remains no outstanding complaints received prior to 1 April 2017 that still qualify for an independent review by a CRC this will be the last year that this data is provided within the CSWO's annual report.*

Data is also recorded by the Edinburgh Health and Social Care Partnership regarding positive comments made by the public.

	2017/18	2018/19	2019/20
Positive Comments			
• Edinburgh Health and Social Care Partnership	3	11	25

Edinburgh Health and Social Care Partnership (HSCP)

Within the HSCP there is now an established integrated complaints team. This team provides a joint approach to the management of complaints for all services within the partnership. For the purposes of this report the following information is based on social care complaints only.

During 2019/20, the number of social care complaints managed as a Stage Two in the partnership was 37. This represents a decrease of 48% on the previous year. In addition, 76 complaints were completed at Stage One (frontline resolution); one complaint was referred to the SPSO but was not upheld; 95 enquiries were resolved; and 25 compliments were recorded.

The level of complaints received is set against a background of service provision volume in the following key areas:

Social Care Direct:

In total there were almost 59,000 (58,894) contacts received during 2019/20. This reflects a 9% reduction on last year when 65,000 contacts were received.

Practice Team, Sector Based Social Work Services:

5,013 assessments were carried out by practice teams (Locality Teams, Residential Review Team) in 2019/20, lower than the 5,910 carried out the previous year, however, this excludes any conversations carried out in the Three Conversations pilot sites which saw 1,457 conversations completed. There were 2,761 reviews completed by these teams in the same period, a 54% reduction on the previous year when 5,946 reviews were completed.

Home Care Service:

4,998 people received 103,546 hours home care service in March 2020, either from the Council's Home Care and Support Service or purchased by the Council from the independent sector, however, this is reduced by restrictions placed on the service due to Covid. At the end of February, 5,175 people received 104,340 hours. This compares with provision in March 2019 when 4,890 people received 97,141 hours. It should be noted that there are also an increasing number of people opting to arrange their support via a direct payment or individual service fund.

Residential Care Homes:

- 319 adults aged under 65 years were supported in permanent care home places during the year (all service user groups), just an increase of 26 on last year.
- 3,564 adults aged 65 and over were supported in long term care home placements, which is an increase of 6.5% on last year. Of these 3,564 adults

aged 65 and over, 620 had a placement in a Council run care home at some point in the year which is an increase on last year.

Direct Payments and Individual Service Funds:

At the end of March 2020 over a quarter of adults (28.9%) were choosing to receive their support with a direct payment or individual service fund providing greater opportunity to specifically tailor their support to meet their outcomes in a way they want.

Timescales for Stage Two Complaint Investigations:

In 2019/20, HSCP formally responded to 37 Stage Two complaints. Eight (21%) were responded to within the 20-working day target; 22 (60%) did not meet the target of 20 working days; three (8%) had agreed extensions and four (11%) were withdrawn prior to the completion of the investigation.

Outcomes:

Of the complaints investigated at Stage Two, eight (21%) were upheld: 15 (41%) were partially upheld; 10 (27%) were not upheld and four (11%) were withdrawn prior to the completion of the investigation.

Complaint Trends:

Of the 37 Stage Two complaints, 23 were either upheld or partially upheld. Twenty-two were reported in locality teams:

- North East: 2
- North West: 4
- South East: 10
- South West: 6

One Stage two complaint was reported across miscellaneous services.

The top four themes around upheld or partially upheld complaints were:

- Lack of communication (52%)
- Staff incompetence/negligence; attitude/behaviour (30%)
- Decision making (17%)
- Delayed packages of care (17%)

It should be noted that many complaints have several themes, hence the reason the percentages add up to more than 100%.

Service Improvements:

All stage two complaints with an outcome of upheld or partially upheld now have an accompanying improvement plan. The improvement plans are the responsibility of the locality or service to ensure identified actions are implemented and learning from complaints is shared with the relevant teams.

For the period 2019/20 communication has been identified as a recurrent area for improvement across the services. An example of this has been where the language used within an assessment document has been ambiguous and interpreted

differently by the family in comparison with what was intended by the worker. Using clear and concise language was identified as an area of improvement both on an individual level but also raised on a wider level during formal training on assessments.

A further example relates to the wording on a screening document used by the Mental Health and Substance Misuse forms; it was identified that the form could be better developed as an aid to ensure that accurate and relevant information was recorded which would better support the subsequent screening of any referrals.

Communities and Families

During the period April 2019 to March 2020, Communities and Families (Children's Services Social Work Complaints) completed 23 formal stage two complaint investigations. This represents a 49% decrease on the previous year. In addition, 46 complaints (an increase of 31% on the previous year) were completed as stage one frontline resolutions and eight enquiries and elected member enquiries (a decrease of 76% on the previous year) were responded to.

Children's Services Social Work Complaints have a duty to investigate complaints which have been raised regarding the following departments/sections:

- Central Services, including:
 - Multi Systemic Therapy / Throughcare and Aftercare / Young People's Service
- Child and Family Centres
- Children and Young People Review Team
- Disabilities Services
- Emergency Social Work Services
- Family Based Care
- Kinship Care Support Team
- Practice Team Sector Based
- Residential services, including:
 - Young People's Centres / Close Support/ Residential School / Secure Services
- Social Work Centres

Timescales for Stage Two Complaint Investigations:

In 2019/20, Communities and Families formally responded to twelve formal stage two complaints (52%) within 20 working days or within agreed extensions; ten complaints (43%) were not completed within the targeted timescale. One complaint (3%) was withdrawn.

Outcomes:

Of the stage two complaint investigations completed, eleven (48%) were not upheld, nine (39%) were partially upheld, two (9%) were upheld, and one (4%) was withdrawn.

Timescales for Stage One Frontline Resolutions:

Twenty-five stage one frontline resolutions were responded to within timescales or agreed extensions (55%). Timescales were not met on twenty occasions (43%), and one (2%) was withdrawn

Outcomes:

Of the stage one frontline resolutions completed, four (9%) were upheld, thirteen (28%) were partially upheld, twenty-eight (61%) were not upheld and one (2%) was withdrawn.

Complaint Trends:

There were fifteen stage two complaint investigations completed regarding social work practice teams in the year 2019/20. This is a 69% decrease from 2018/19. There was a broad range of reasons for the complaints lodged regarding practice teams, the highest incidences being about decisions made by practice teams (seven) and where there were multiple issues (three).

No other section/department covered by Children and Families Social Work Complaints received more than one stage two complaint during the reporting period.

Service Improvements:

As with all other Council departments, there is a relationship between complaints received and the continuous improvement of services, and this provides a mechanism for service users to contribute to the development of services. In the reporting year, 1 April 2019 to 31 March 2020, there were no specific service improvements noted. This is in comparison with five service improvements having been identified the previous year.

Scottish Public Services Ombudsman (SPSO):

There were no investigations by the SPSO in relation to Children's Services Social Work Complaints in the year April 2019 to March 2020, compared with two the previous year. There was one enquiry, but this was not progressed to an investigation by the SPSO.

Criminal Justice

During 2019/20, Criminal Justice Social Work received three stage two complaints. This represents a decrease of 25% from the previous year. Criminal Justice completed two stage two complaint investigations (the third complaint was concluded in 2020/21 period and will be reported on next year). Seven complaints were resolved as frontline resolutions (representing a 44% decrease from previous year; one enquiry was suspended due to an ongoing Court case; and no positive comments were received.

The level of complaints received is set against a background of the following service provision volume:

- 2,682 people were supported through open community orders by the Criminal Justice Social Work Service. This represents a 0.9% increase from support given during 2018-19.

- Criminal Justice staff completed 2,547 social work reports to support decision making by the courts, representing a 0.7% increase with 2018-19.

Timescales for Stage Two Complaint Investigations:

In 2019/20 Criminal Justice Services responded to one complaint within 28 days (50%) and one within the agreed extension period (50%). The third complaint was concluded in 2020/21 period and will be reported on next year.

Outcomes:

Of the complaints completed one (50%) was partially upheld and one not upheld (50%). The third complaint was concluded in 2020/21 period and will be reported on next year.

Complaint Trends:

There were two complaint investigations completed by Criminal Justice Services in 2019/20. The reason for both complaints related to a decision made by a practice team. One complaint investigation was by Community Intervention Team and one complaint investigation was by Resettlement Team.

Service Improvements:

No service improvements to report.

Revised Complaints Handling Procedure (CHP)

Earlier in the year, the SPSO launched a revised Model Complaints Handling Procedure (MCHP) which all local authorities are expected to adopt by April 2021. While broadly similar to the existing CHP, the revised MCHP introduces and refines some new practices which will require adoption across all Council services. This most significant change to the procedure is the introduction of “resolving complaints” whereby agreement can be sought with the complainant on what action to take without requiring to make a decision on whether the complaint should be upheld or not. This means that complaints can be resolved at any stage of the complaint’s procedure.

The Council’s Information Governance Unit will co-ordinate the implementation of the revised CHP with support from representatives within the Corporate Complaints Management Group (CCMG). The membership of the CCMG includes four representatives from social work (two from Edinburgh Health and Social Care Partnership and two from Children’s Social Work Service).

Appendix 3 – Regulated Care Services Gradings by Care Inspectorate

Case Number Manager	Previous Grading	Current Grading
Home Care and RE Ablement		
CS2010275546 Overnight Home Care Service	Inspection Date 9 May 2018	Inspection Date 26 February 2020
	5 - Care and Support 5 - Staffing 3 – Management and Leadership	5 - Care and Support 4 - Staffing 4 - Management and Leadership
CS2004069903 South West Home Care Service Canal	Inspection Date 6 March 2019	Inspection Date 25 February 2020
	4 - Care and Support 4 - Staffing 3 - Management and Leadership	5 - Care and Support 4 - Staffing 5 - Management and Leadership
CS2017356652 SE Home Care Service Cluster 2	Inspection Date 26 March 2019	Inspection Date 10 February 2020
	4 - Care and Support 4 - Staffing 4 - Management and Leadership	4 - Care and Support 4 - Staffing n/a - Management and Leadership
CS2017356651	Inspection Date 19 March 2019	Inspection Date 4 February 2020

SW Hub Re Ablement Service	5 - Care & Support 5 - Staffing 4 - Management and Leadership	5 - Care & Support n/a - Staffing 5 - Management and Leadership
CS2009231045 South East Hub Services	Inspection Date 4 March 2019	Inspection Date 30 January 2020
	5 - Care and Support 4 - Staffing n/a - Management and Leadership	4 - Care and Support 4 - Staffing n/a - Management and Leadership <i>(last assessed during 2015 inspection)</i>
CS2004069214 North West Home Care Service Cluster 1	Inspection Date 19 February 2019	Inspection Date 3 December 2019
	4 - Care & Support 5 - Staffing n/a - Management and Leadership	4 - Care and Support n/a - Staffing 4 - Management and Leadership
CS2004069231 South West Home Care Service Pentlands	Inspection Date 8 March 2019	Inspection Date 26 November 2019
	4 - Care and Support n/a - Staffing 4 - Management and Leadership	4 - Care and Support 4 - Staffing n/a - Management and Leadership
CS2009216955 North West Home Care Service Cluster 2	Inspection Date 25 September 2018	Inspection Date 27 September 2019
	4 - Care and Support 5 - Staffing n/a - Management and Leadership	4 - Care and Support n/a - Staffing 4 - Management and Leadership

CS2004069907 North East Home Care Service East	Inspection Date 24 October 2018	Inspection Date 12 September 2019
	5 - Care and Support 4 - Staffing n/a - Management and Leadership	5 - Care & Support n/a - Staffing 4 - Management and Leadership
CS2017356649 NE Hub - Re-ablement Service	Inspection Date 3 October 2018	Inspection Date 24 July 2019
	4 - Care and Support 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Staffing n/a - Management and Leadership
CS2017356650 NE Home Care Service Leith Housing Support Service	Inspection Date 3 May 2018	Inspection Date 5 July 2019
	4 - Care and Support 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Staffing n/a - Management and Leadership
Adult Services		
CS2003010947 Firrhill Short Breaks Service	Inspection Date 17 January 2019	Inspection Date 25 February 2020
	5 - Care and Support n/a - Environment 5 - Staffing 4 - Management and Leadership	6 - Care and Support 4 - Environment 6 - Staffing 5 - Management and Leadership
CS2004069187	Inspection Date 27 Mar 2019	Inspection Date 3 February 2020

Disability Family Support Service	5 - Care and Support 5 - Staffing n/a - Management and Leadership	5 - Care and Support n/a - Staffing 3 - Management and Leadership
CS2004069196 Support Works	Inspection Date 13 December 2018	Inspection Date 24 January 2020
	6 - Care and Support 5 - Staffing n/a - Management and Leadership	5 - Care and Support n/a - Staffing 5 - Management and Leadership
CS2017360345 Castle Craggs - Housing Support	Inspection Date	Inspection Date 4 September 2019
		5 - Care & Support 5 - Staffing 5 - Management and Leadership
CS2003010954 Castle Craggs (Short Breaks)	Inspection Date 30 October 2018	Inspection Date 18 December 2019
	5 - Care and Support n/a - Environment 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Environment n/a - Staffing n/a - Management and Leadership
Care Homes Older People		
CS2003010934 Clovenstone House	Inspection Date 28 November 2019	Inspection Date 25 February 2020

	5 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 5 - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support
CS2009233011 Inch View Care Home	Inspection Date 27 March 2019	Inspection Date 18 February 2020
	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support
CS2003010938 Cherry Oak Care Home	Inspection Date 8 March 2019	Inspection Date 18 February 2020
	3 - Wellbeing n/a - Leadership n/a - Staffing 3 - Setting 3 - Care and Support	3 - Wellbeing n/a - Leadership n/a - Staffing 3 - Setting 3 - Care and Support
CS2003010931 Fords Road Home for Older People	Inspection Date 19 February 2019	Inspection Date 7 February 2020
	3 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting n/a - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support

CS2016345165 Royston Court Care Home	Inspection Date 17 December 2018	Inspection Date 3 February 2020
	3 - Wellbeing 3 - Leadership 3 - Staffing 4 - Setting 2 - Care and Support	2 - Wellbeing 2 - Leadership 3 - Staffing 4 - Setting 2 - Care and Support
CS2007145240 Marionville Court	Inspection Date 21 February 2019	Inspection Date 24 January 2020
	4 - Wellbeing 4 - Leadership 4 - Staff 4 - Environment 3 - Care and Support	4 - Wellbeing 5 - Leadership 5 - Staff 4 - Environment 3 - Care and Support
CS2012311175 Drumbrae Care Home	Inspection Date July 2018	Inspection Date 23 December 2010
	2 - Care and Support 4 - Environment 2 - Staffing 2 - Leadership	2 - Wellbeing 1 - Staffing 1 - Leadership 3 - Setting 1 - Care & Support Planning
Young Peoples Centre		
CS2003010929 Seaview	Inspection Date 19 July 2018	Inspection Date 21 January 2020

	5 - Care & Support n/a - Environment 4 - Staffing 3 - Leadership	5 - Care and Support 5 – Environment 5 - Staffing 5 - Wellbeing 3 - Leadership 5 - Wellbeing
CS2003010930 Heathervale	Inspection Date 23 October 2018	Inspection Date 12 December 2019
	5 - Care & Support 4 - Environment 5 - Staffing 4 - Leadership	3 - Care and Support n/a – Environment n/a – Staffing n/a – Leadership 3 - Wellbeing
CS2005099728 Edinburgh Secure Services Close Support Unit	Inspection Date 19 September 2018	Inspection Date 22 October 2019
	5 - Care and Support n/a - Setting n/a - Staffing 5 – Leadership	4 - Care and Support n/a Setting n/a Staffing n/a Leadership 4 - Wellbeing
CS2003010921 Edinburgh Secure Service	Inspection Date 19 September 2018	Inspection Date 25 September 2019
	5 – Care and Support 5 – Environment 5 – Staffing 5 – Leadership	3 - Care and Support 5 - Environment 3 - Staffing 5 - Leadership
CS2003010923	Inspection Date 18 October 2018	Inspection Date 12 September 2019

Northfield Young Peoples Centre		
	5 - Environment 4 - Staffing 5 - Leadership 5 - Care and Support	3 - Wellbeing n/a – Environment n/a – Staffing n/a – Leadership 3 – Care and Support
CS2003010927 Drylaw Young Peoples Centre	Inspection Date 19 October 2018	Inspection Date 21 June 2019
	5 – Care and Support 4 – Environment 5 – Staffing 5 – Leadership	3 – Care and Support 3 – Environment 3 – Staffing 3 – Leadership
CS2003011119 Southhouse Close Support Unit	Inspection Date 5 April 2018	Inspection Date 18 June 2019
	5 – Care and Support n/a - Environment n/a – Staffing 5 – Leadership	4 – Care and Support n/a – Environment n/a - Staffing 5 – Leadership
Safer and Stronger Communities		
CS2003010953 Crane Services	Inspection Date 21 November 2018	Inspection Date 17 January 2020

	5 - Care and Support n/a - Environment 5 - Staffing n/a – Management and Leadership	5 - Care and Support n/a - Environment 5 - Staffing n/a - Management and Leadership
CS2004069170	Inspection Date 19 April 2017	Inspection Date 11 April 2019
Bingham and Randolph Housing Support Service	5 - Care and Support n/a – Staffing 5 – Environment 4 – Management and Leadership	5 – Care and Support n/a - Staffing 4 – Management and Leadership

Appendix 4 – Registration of the Workforce with the Scottish Social Services Council (SSSC)

The table below outlines: dates set for compulsory registration in each part of the register; the number of Council staff employed in the social services workforce; and the number who have achieved registration.

Section of Register	Number in Workforce	Workers currently registered	Comments	Date of Compulsory Registration	Renewal Period
Social workers	813	848	The social work register part is qualification-based. Registered numbers include employees who have chosen to register but are not practicing social workers.	1 October 2005	3 years
Managers of residential childcare	8	8		1 October 2009	5 years
Residential childcare workers with supervisory responsibility	36	36		1 October 2009	5 years
Residential childcare Workers	163	296	Registered numbers include Locum Bureau workers.	1 October 2009	5 years
Managers of care homes for adults	11	9	1 manager is in an acting up position and not currently required to join this register part.	1 December 2009	5 years
Managers of adult day care services	6	6		1 December 2009	5 years
Managers of day care of children services	90	16	Discrepancy is because managers are Head Teachers who are registered with the General Teaching Council Scotland.	1 December 2010	5 years
Practitioners in day care of children	673	1080	Registered numbers include supply workers.	1 October 2011	5 years

Supervisors in a care home service for adults	78	76	2 hold alternative registrations	1 April 2012	5 years
Support workers in day care of children services	125	216	Registered numbers include supply workers	1 July 2014	5 years
Practitioners in care homes for adults	166	165	1 practitioner is in the process of applying	30 March 2013	5 years
Support workers in care homes for adults	280	284		1 October 2015	5 years
Managers in a housing support service	8	8		1 February 2014	5 years
Supervisors in a housing support service	22	22		1 July 2017	5 years
Workers in a housing support service	137	145	Registration programme is ongoing. Compulsory registration due on October 2020	1 October 2020	5 years
Managers in a care at home service	1	1		1 February 2014	5 years
Supervisors in a care at home service	2	2		1 July 2017	5 years
Workers in a Care at Home Service	20	20			
Managers in a Combined Housing Support and Care at Home Service	15	12	3 managers hold registration with an alternative body	1 February 2014	5 years

Supervisors in a Combined Housing Support and Care at Home Service	114	122		1 July 2017	5 years
Workers in a Combined Housing Support and Care at Home Service	979	904	Registration programme is ongoing. Compulsory registration due on October 2020	1 October 2020	5 years

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Policy and Sustainability Committee

10.00am, Tuesday 01 December 2020

Welfare Reform Update

Item number	
Executive/Routine	Routine
Wards	All
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee notes:
 - 1.1.1 the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh; and,
 - 1.1.2 current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

Stephen S. Moir

Executive Director of Resources

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Welfare Reform Update

2. Executive Summary

- 2.1 This report provides Committee with an update of the Council's ongoing welfare reform activities, including the implementation of Universal Credit (UC).

3. Background

- 3.1 The Welfare Reform update is reported to the Policy and Sustainability Committee on a quarterly basis and aligns with the Working Group meeting cycle. The last report was considered by Committee on 26 February 2020. The longer reporting timescale reflects the changes to Committee reporting during the ongoing pandemic.

4. Main report

Universal Credit (UC)

- 4.1 The Department for Work and Pensions (DWP) reported the following UC claims for Edinburgh on their interactive statistic platform, Stat-Explore. The table shows the number of claims made to Edinburgh Jobcentre Plus offices up to 10 September 2020.

Jobcentre	Number of claims up to 10 September 2020	Claimants with no work element	Claimants with element of work	Claimants with no requirement to work
Leith	14765	7225	5985	1555
High Riggs	16438	8156	6408	1874
Wester Hailes	4637	2146	1824	667
Total	35840	17527	14217	4096

- 4.2 From April 2020 the standard allowance in UC and the basic element in Working Tax Credit (WTC) increased by £20 per week for 1 year. This applies to all existing and new UC claimants and existing WTC claimants. The DWP has also aligned payment of the tenants UC housing costs to landlords and the tenant's monthly payment of UC. Improved features have also been added to the DWP social landlord portal that provide landlords with more information to manage payments.

Council Housing Services and Universal Credit (UC)

- 4.3 At the end of September 2020 there were 4267 Council tenants (23% of tenants) known to have made a claim for UC. The number of tenants on UC has continued to steadily increase (+6%) since the initial peak of the Coronavirus pandemic.
- 4.4 The housing service is receiving 30-40 requests per week from the DWP for verification of housing costs for new UC claims by tenants. When rent verifications are received tenants are contacted to discuss their new UC claim, rent responsibilities and to encourage them to set up secure payment methods. Referrals also continue to be made, as appropriate, for more specialist UC support and advice, especially where tenants may be more vulnerable and require ongoing support to manage their claim.
- 4.5 Where tenants have complex needs or are in rent arrears and unable to manage payment of their own rent a direct payment of housing costs is made through Alternative Payment Arrangements or Scottish Choice (by tenant). Currently 2580 UC tenants have a direct payment in place.

Temporary and Supported Accommodation

- 4.6 On 22 March 2020 there was 2170 households in temporary accommodation and on 22 October 2020 there are 2798 households in temporary accommodation.
- 4.7 The Council secured 408 additional bed spaces in Hotels for use throughout the current public health emergency as well as 375 additional flats from the Social Sector, the Private Rented Sector and Hotel Service Apartments.
- 4.8 At the beginning of the pandemic rough sleepers regardless of their eligibility were moved into temporary accommodation, with support provided by commissioned services. A city centre hotel was used as an alternative to the Care Shelter. This service closed on the 16 July and all residents were moved in advance to alternative accommodation. An additional City Centre Hotel was used as a form of Rapid Access for rough sleepers until 28 August, and all residents were again transferred to alternative accommodation.
- 4.9 Alternative hotel city centre accommodation replaced the Care Shelter on 5 October 2020. It is operated jointly between Bethany Christian Trust and the Council and will remain open until 3 May 2021 providing 65 en-suite rooms for homeless people, including rough sleepers, with additional support from the Edinburgh Access Practice.
- 4.10 Households in temporary accommodation affected by the benefit cap and/or under occupancy are provided with advice and assistance in applying for Discretionary Housing Payment (DHP). Citizens entering temporary accommodation who are in receipt of UC are entitled to claim Housing Benefit to cover their housing costs. They will continue to receive the personal allowance element of UC.

Advice Services, Debt Advice and Welfare Rights

- 4.11 The Council's Advice Shop remains under review and it is anticipated this work will align with the recommendations of the Poverty Commission.
- 4.12 Debt services saw demand reduce in the initial months of the pandemic. Mitigation actions taken by the Scottish Government and Westminster Governments have led to very little recovery action and rent arrears evictions have been suspended and no new actions will commence prior to 2021. Mortgage providers, credit card companies and banks have all withheld legal proceedings and are working with debtors to set up affordable repayment plans and manage debts.
- 4.13 Enquires regarding UC applications and how to make a claim have been mainly dealt with by Citizens Advice. There has been a material increase in those seeking help with rent as incomes have dropped, with more Discretionary Housing Payment and Housing Benefit enquiries being handled by the Advice Shop.

Benefit Cap

- 4.14 As of 30 September, 159 households within City of Edinburgh Council are subject to a reduction in their Housing Benefit due to the Benefit Cap. The following table shows the number of Benefit Cap cases applied in each tenure type and the average weekly loss in Housing Benefit for these citizens. Appendix 1 provides a more detailed breakdown by tenure.

Tenure	Number of Households affected	Average Weekly Loss in Benefit	% of all Benefit Cap cases
Mainstream	29	£45.99	18.24
Private	45	£62.19	28.30
Homeless	51	£255.67	32.08
PSL	18	£55.99	11.32
HA	16	£54.93	10.06
Total	159	£94.95	100

- 4.15 As of February 2020, 140 households within City of Edinburgh Council are subject to a reduction in their UC due to the Benefit Cap. This is the most up to date position provided by The Department for Works and Pensions.

Average Weekly loss in Universal Credit	Number of households within range
£0.01 - £50.00	100
£50.01 - £100.00	40
£100.01 - £150.00	0

- 4.16 Single households with/without children account for 100 of the capped UC cases and 40 households are couples with dependants. Discretionary Housing Payment has been awarded to 23 claims, totalling £58,622.60.

Free School Meals and Clothing Grants

- 4.17 Free school meals payments made during school closures/school holidays/first week of term (23 March 2020 to 14 August 2020) totalled £1,547,833.00 for 6637 children.
- 4.18 A further 6519 free school meals payments were made for the October holiday (19 October 2020 to 26 October 2020). An additional 934 children are eligible for payment, but further information is required before payment can be made and contact has been made with the parents to progress these claims.

	Awards to 30 September 2019	Awards to 30 September 2020
Free School Meals	6403	7571
Clothing Grants	5737	6540

Council Tax Reduction Scheme (CTRS)

- 4.19 The National Settlement and Distribution Group allocated £26.49m CTRS funding to the Council for 2020/21 (£26.32m for 2019/20). Following the response to COVID 19 a further £2.43m has been allocated from the Scottish Government. The funding for 2020/21 is now £28.92m. No significant changes have been made to the scheme this year and Appendix 2 outlines the Council's CTRS spend to 30 September 2020 and the following table below details the number of citizens on CTRS from March 2020 to August 2020.

Month	Caseload
March	32,740
April	34,000
May	35,530
June	36,310
July	35,990
August	36,230

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

- 4.20 The following table below the 2020/21 budget allocation:

Grant	Budget 2020/21	Additional Covid-19 allocation	Total Budget	2020/21 Spend April to 30 September
Crisis Grants	£1,481,874.60	£918,600.00	£2,400,474.60	£987,473.54
Community Care Grants	£987,916.40	£612,400.00	£1,600,316.40	£672,449.30
Total	£2,469,791.00	£1,531,000.00	£4,000,791.00	£1,659,922.84

- 4.21 Appendix 3 details the budget spend to 30 September 2020.

- 4.22 This funding is flexible and can be adjusted between crisis and community care grant at any time. The initial split for 2020/21 is currently 60% to Crisis, 40% to Community Care Grant. This is reviewed on a monthly basis and reviewed based on demand and funding availability.
- 4.23 The funding has been augmented by Scottish Government to support citizens challenged by the impact of Coronavirus and applications for Crisis Grants are double the level of pre-pandemic activity. Priorities are continually being reviewed to ensure that as many vulnerable citizens as possible are supported, and that the fund is managed to enable that support to continue for the entire financial year. This review will take account of the recent additional funding and work is ongoing to align the increased budget with the level of demand.
- 4.24 There were 120 SWF 2nd Tier Reviews heard by the Scottish Public Services Ombudsman between 1 April 2020 and 30 September 2020. The Scottish Public Services Ombudsman upheld 43 appeals in the applicant's favour and found 77 appeals in the City of Edinburgh's favour.

Scottish Welfare Fund (SWF) – Self-Isolation Support Grant

- 4.25 The Scottish Government is providing a grant of £500 to people who are in receipt of low-income benefits and who will lose earned income as a result of being asked to self-isolate by Test and Protect to prevent the spread of COVID-19. The grant will support people who would otherwise struggle to be able to afford to comply with the requirement to self-isolate. It provides the financial support they need to meet their basic needs during the 14-day period in which they are unable to work.
- 4.26 The grant opened on 12 October 2020 and people self-isolating from 28 September 2020 can apply. As at 22 October 2020 96 applications have been received and 28 awards made totalling £14,000. Further information has been requested for 27 applications and 41 have been refused. The main reason for refusal is that the claimant has not been asked to self isolate through Test and Protect.
- 4.27 To 13 November 2020 177 applications have been received and 74 awarded (totalling £37,000). Further information has been requested for 13 and 90 have been refused. The main reason for refusal is that the claimant has not been asked to self-isolate through Test and Protect. A total of 16 appeals against the decision not to award have been made, with 7 of these awarded. Majority of refusals are mainly for failure to appear on Test and Protect data supplied by Public Health Scotland, with the others related to qualifying income.

Discretionary Housing Payments (DHP)

- 4.28 The DHP budget from the Scottish Government is allocated in two streams: Under Occupancy Mitigation and Other DHPs. The allocation for Edinburgh for 2020/21 is as follows:
- Under Occupancy mitigation - The funding will be allocated in two tranches and is based on forecasted Under Occupancy charges. The first tranche of funding is £3.66m or 80% of the expected cost.

- Other DHPs - This includes assistance for those affected by the Benefit Cap and Local Housing Allowance reforms. The funding for Other DHPs is £3.23m (£2.2m in 2019/20).

4.29 As of 30 September, the Council's DHP financial position is:

Total Fund for 2019/20	£6,896,927.00
Net Paid to Date	£2,669,636.13
Committed pending related benefit process	£2,370,514.92

*exclusive of additional 20% funding for under occupancy to be allocated in 2021.

4.30 There have been 6126 DHP applications considered up to 30 September, of which 433 were refused. The overall refusal rate is 7%. The most common reason for refusal is where a customer's income exceeds their expenditure.

Benefit processing figures for New Claims and Change of Circumstances

4.31 The number of days to process a Housing Benefit and/or Council Tax Reduction new claim or change of circumstances from 1 April 2020 to 12 September 2020 is detailed in the following table.

Performance Indicator	Target	Actual
Days to process new benefits claims	28 days	16.95 days
Days to process change of circumstances	10 days	5.44 days

Local Housing Allowance (LHA)

4.32 The freeze on LHA rates used in the calculation of Housing Benefit and UC Housing Costs for private sector properties, that has been in place since 2016, was lifted from 1 April 2020. Rates now cover the lowest 30th percentile of market rents.

Weekly LHA rates for Edinburgh	2019/20 rate	2020/21 rate
Shared Accommodation	£70.32	£94.82
1 Bedroom	£127.33	£158.79
2 Bedroom	£154.28	£189.86
3 Bedroom	£192.06	£253.15
4 Bedroom	£276.92	£390.08

Social Security Scotland

4.33 The Job Start Payment planned for Spring 2020 was delayed to August 2020 due to the Coronavirus pandemic. This payment is now available to those that have been offered a job on or after 17 August 2020. This is a cash payment of £250 or £400 for a young person who is the main carer of any children.

4.34 This will be available to those between the age of 16 to 24 who have been out of paid work and receiving a low-income benefit for 6 months prior to finding employment. Care leavers aged 16-25 can also claim. They only need to be out of work and receiving a qualifying benefit on the day of their job offer, not for the previous 6 months. To be eligible the employment offered must average at least 12

hours per week over a 4-week period and claims can be made up to 3 months after the date of the job offer.

- 4.35 The Scottish Child Payment will open for applications in November 2020, with first payments beginning from end of February 2021. Low income families with a child under 6 will be able to apply for £10.00 per child, per week. There are no limits on the number of eligible children.
- 4.36 The qualifying benefits are Child Tax Credit, Universal Credit, Income Support, Pension Credit, Working Tax Credit, Income-based Job Seekers Allowance and Income-related Employment Support Allowance.

5. Next Steps

- 5.1 The Council continues to engage with all key stakeholders to ensure that support is targeted at those in need.

6. Financial impact

- 6.1 An increase in the number of people experiencing hardship has led to greater demand for services across the Council and partner advice agencies. There is a risk to council income, particularly in relation to rent arrears, changes to subsidy levels for temporary accommodation and service changes. Known risks include:
- loss of rental income to the Housing Revenue Account (HRA) arising from Housing Benefit reforms and Direct Payment under UC;
 - Scottish Welfare Fund and DHP budget will be insufficient to meet demand longer term;
 - the spend on Council Tax Reduction Scheme exceeds the available funding;
 - reduced DWP Administration Subsidy due to the abolition of Council Tax Reduction; and,
 - the phasing out of Housing Benefit and Central Government budget savings.
- 6.2 The financial risk to the Council as well as the risk to the Council's reputation is being monitored regularly. Actions taken to assess and mitigate these risks to ensure effective governance include:
- updates provided to Policy and Sustainability on a quarterly basis;
 - annual update to the Governance, Risk and Best Value Committee;
 - dedicated teams introduced to provide support and assistance; and,
 - meetings with Elected Members, Council Officers and External Partners.

7. Stakeholder/Community Impact

- 7.1 The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake Integrated Impact

Assessments when necessary for any of its proposals. Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty and financial exclusion. Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA, with the DWP, the Third Sector, the NHS and other partners

- 7.2 The Council is also engaging with citizens, both in and out of work, who rely on benefit income and tax credits.
- 7.3 The Council continues to participate in groups with the looking at the impacts of Welfare Reform, namely COSLA's Welfare Reform Local Authority Representative Group.

8. Background reading/external references

- 8.1 [Welfare Reform - Update to Corporate Policy and Strategy Committee 25 February 2020](#)
- 8.2 [Welfare Reform – Update to Policy and Sustainability Committee, 26 November 2019](#)
- 8.3 [Welfare Reform - Update to Policy and Sustainability Committee, 06 August 2019](#)
- 8.4 [Welfare Reform - Update to Corporate Policy and Strategy Committee, 14 May 2019](#)
- 8.5 [Welfare Reform – Update to Corporate Policy and Strategy Committee, 26 February 2019](#)
- 8.6 [Welfare Reform - Update to Corporate Policy and Strategy Committee, 4 December 2018](#)

9. Appendices

- 9.1 Appendix 1 – Benefit Cap Data
- 9.2 Appendix 2 – Council Tax Reduction Scheme Spend
- 9.3 Appendix 3 – Scottish Welfare Fund Spend
- 9.4 Appendix 4 – Discretionary Housing Payment Spend

Benefit Cap Data

The charts below provide a breakdown of the numbers affected by the average weekly Housing Benefit loss, number in receipt of a Discretionary Housing Payment and the average amount in payment as of 30 September 2020.

Tenure – Homeless

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	1	£24.62	0	£0.00
£30.01 - £50.00	3	£40.89	0	£0.00
£50.01 - £75.00	1	£57.48	0	£0.00
£75.01 - £100.00	3	£81.57	0	£0.00
£100.01 - £150.00	7	£124.89	1	£100.00
£150.01 - £200.00	3	£167.06	1	£100.00
£200.01 - £300.00	10	£242.74	4	£91.25
£300.01 - £400.00	16	£341.61	3	£116.67
£400.01 - £500.00	5	£455.23	2	£100.00
£500.01 +	2	£521.07	0	£0.00

Tenure – Mainstream (Council)

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	11	£20.01	0	£0.00
£30.01 - £50.00	9	£40.69	5	£26.00
£50.01 - £75.00	3	£54.44	1	£55.00
£75.01 - £100.00	4	£86.99	2	£55.00
£100.01 - £150.00	2	£118.09	1	£50.00

Tenure – Private

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	18	£15.34	5	£34.80
£30.01 - £50.00	5	£36.94	2	£35.50
£50.01 - £75.00	6	£60.16	2	£59.50
£75.01 - £100.00	6	£87.80	3	£63.67
£100.01 - £150.00	7	£127.45	4	£98.25
£150.01 +	3	£186.00	3	£89.00

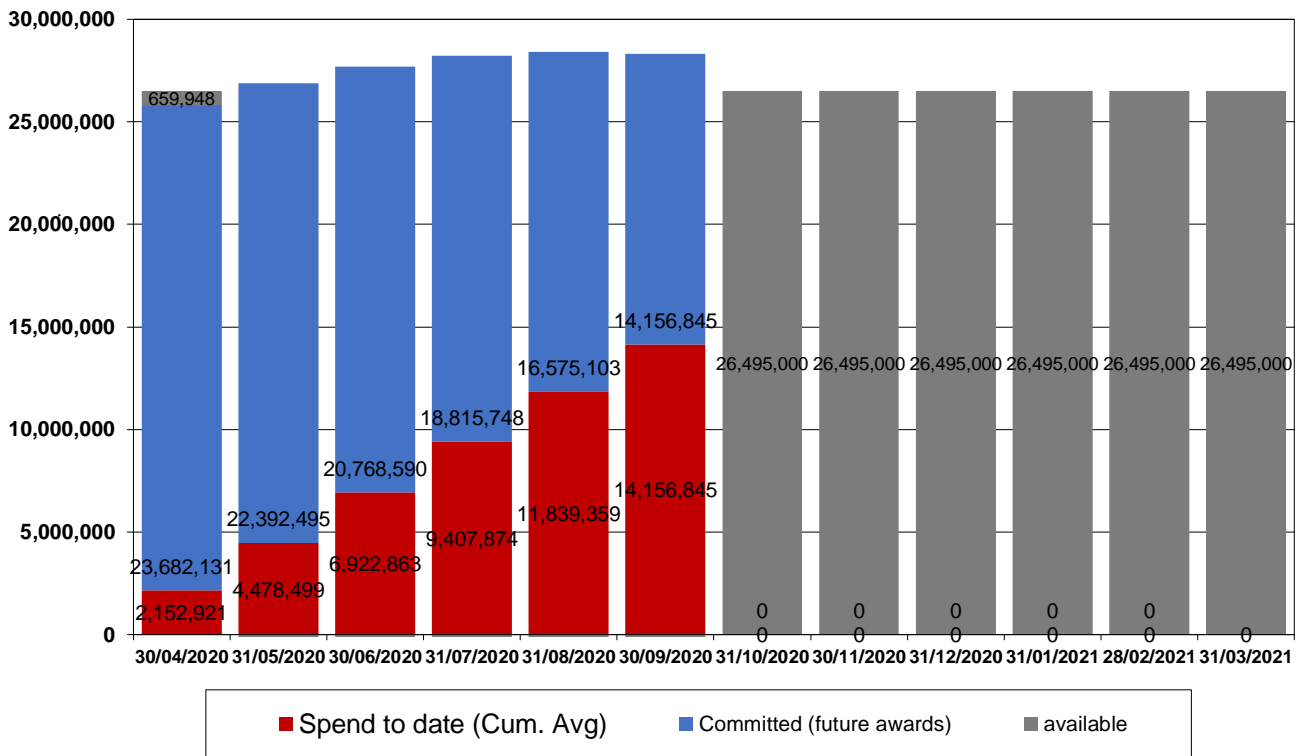
Tenure – Housing Association

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	7	£17.36	2	£14.50
£30.01 - £50.00	3	£38.31	1	£37.00
£50.01 - £75.00	2	£58.36	1	£40.00
£75.01 - £100.00	2	£97.34	2	£97.50
£100.01 - £150.00	1	£100.46	0	£0.00
£150.01+	1	£230.52	0	£0.00

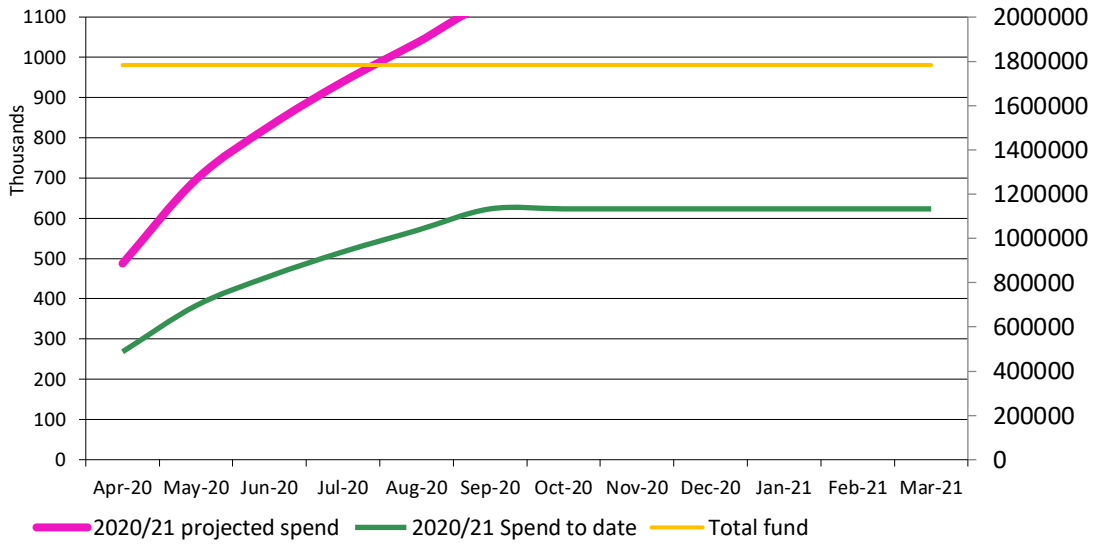
Tenure - PSL

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	10	£12.53	7	£12.41
£30.01 - £50.00	2	£40.42	2	£40.50
£75.01 - £100.00	3	£82.97	1	£82.00
£100.01 - £150.00	1	£138.67	2	£138.67
£150.01 - £200.00	2	£202.59	2	£152.50

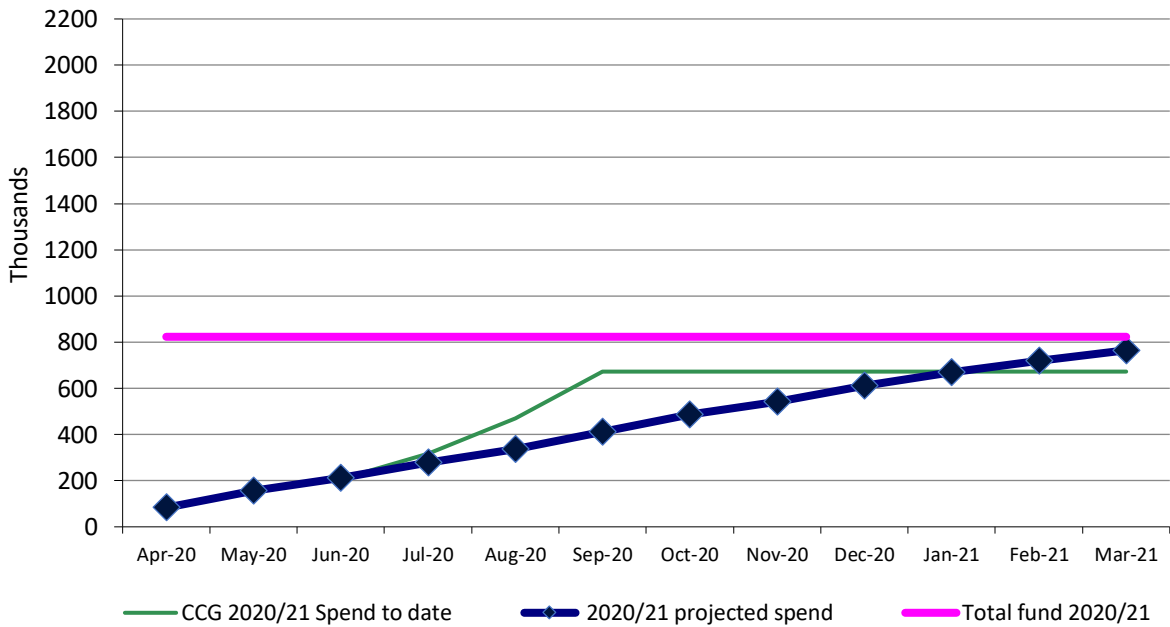
CTRS Distribution 2020/21



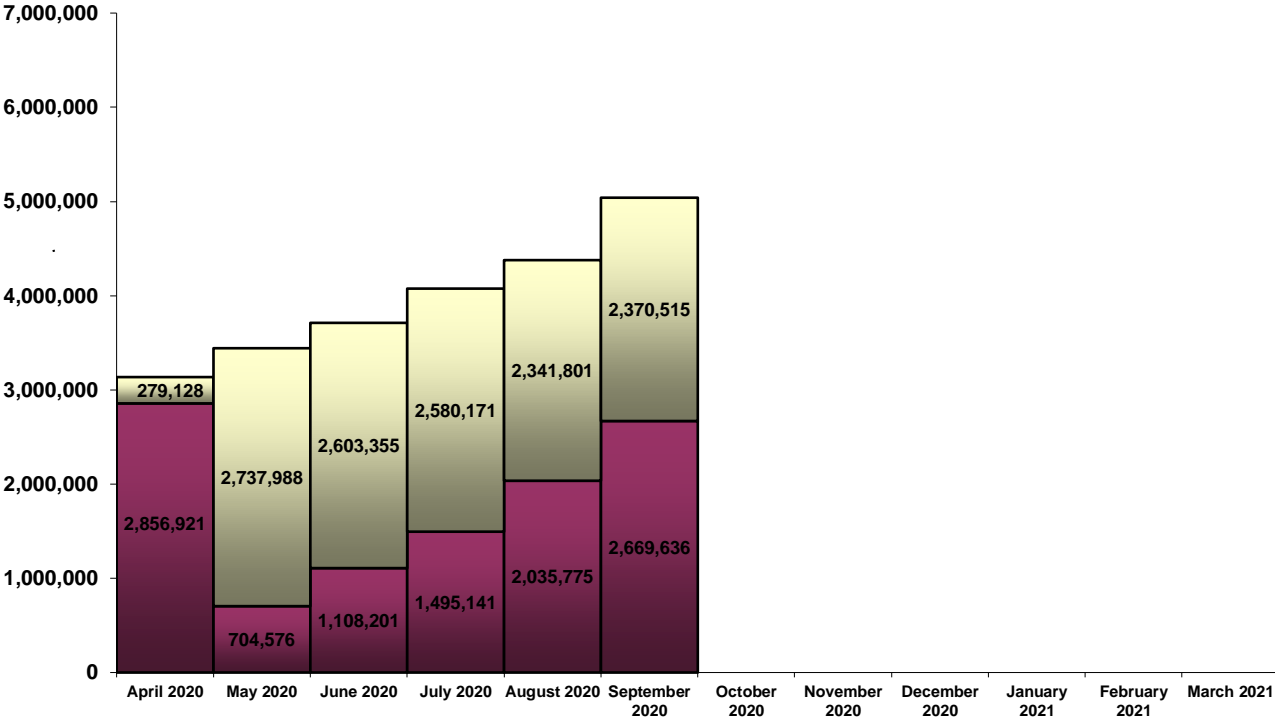
Crisis Grant Allocation 2020/21



Community Care Grant Allocation 2020/21



DHP Fund Allocation 2020/21



Policy and Sustainability Committee

10.00am, Tuesday, 01 December 2020

Contact Centre Performance: January - September 2020

Item number	
Executive/Routine	Routine
Wards	All
Council Commitments	

1. Recommendations

- 1.1 It is recommended that Committee notes:
 - 1.1.1 current performance trends within the Contact Centre;
 - 1.1.2 ongoing improvement activities to ensure that Council services are easy to access, and citizen queries and complaints are dealt with effectively; and
 - 1.1.3 service delivery changes as a result of COVID-19 restrictions.

Stephen S. Moir

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Contact Centre Performance: January - September 2020

2. Executive Summary

- 2.1 The report details Contact Centre performance for January to September 2020 and outlines associated service improvement activities, as well as changes to service delivery resulting from COVID-19 restrictions.

3. Background

- 3.1 Committee normally receives quarterly updates on Contact Centre performance, trends, and ongoing service improvement activities. This report covers a 9-month period from January 2020 to September 2020 with a focus on July to September 2020. The longer reporting period reflects the changes to Committee reporting during the ongoing pandemic.

4. Main report

Overview

- 4.1 The Contact team aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from other Council services. The team currently supports phone calls (inbound and outbound), e-mails, social media channels, web chat and chat bot functionality.

Current Trends and Service Performance

- 4.2 The Contact Centre was required to adapt and rapidly introduce new ways of working because of COVID-19 restrictions. These activities ensured emergency and critical lines remained open from March 2020. Initial calls were answered using mobile telephony (which resulted in manual data collation) before the roll out of our Mitel at home solution from May 2020. This new functionality enabled the Contact Centre to incrementally expand contact activities and this work was aligned with wider service recovery activities across the Council. By October 2020 the Council's main customer service and query contact lines were operational. This level of operation requires the Contact team to operate a blended home working and office-based model.

- 4.3 Throughout 2020 the Contact Team has supported a range of additional COVID related support functions. These include support for shielding and vulnerable citizens, financial support through benefit advice and crisis grants and ongoing support for those self isolating. The shielding and vulnerable phone lines opened during the reporting period, and resource was redistributed from across the Contact team to support these critical services. The team handled 10,745 calls and 2,287 emails during the period April to September 2020, providing guidance and support to residents across Edinburgh. The team also completed over 12,000 outbound welfare calls during the same period to check on shielded individuals in-line with Scottish Government guidance.
- 4.4 These initiatives continue to create additional resourcing and logistical challenges and pressures for the processing and contact teams in Customer. These are managed through dynamic workforce planning and management arrangements which have been embedded for some time.
- 4.5 Key performance data and trends for the Contact Centre are detailed in Appendix 1, with the major themes highlighted in the following section:
- Total calls answered for July to September 2020 were 122,214. This reflects the Contact Centre's revised operational arrangements. These volumes represent the busiest reporting period since the start of lockdown. For comparison 178,640 calls were answered in the same reporting period in 2019.
 - The call volumes in the current reporting period are an increase on the April – June 2020 reporting period, where the team answered 69,585 calls. This aligns with the Contact Centre's focus on critical service at that time.
 - 96% of lines open during July to September 2020 met or exceed the service level of answering 60% of calls within 60 seconds.
 - 19 of 28 lines achieved the stretch target of 8% in the current reporting period. A further 4 lines achieved the 10% target.
 - Social Media (Twitter contact) saw a 5% increase with 45,241 tweets received between July - September 2020, compared with 42,952 for the same period in 2019. This continues to demonstrate citizen's appetite to use other contact channels for service enquiries and aligns with the Council's digital transformation goals.
- 4.6 Complaint levels remain comparatively low, with complaints recorded against Contact Centre activity continuing to equate to less than 1% of calls handled by the Contact Centre in the reporting period. The Contact Centre continues to work closely with relevant Council services to ensure that accurate service commitments and expectations are given to citizens.

Ongoing Projects and Improvement Activities

- 4.7 The Scottish Welfare fund (SWF) service level has improved over the current reporting period despite a huge increase in demand. The team has continued to deliver an effective service during the pandemic, processing 8096 applications, an 76% increase when compared with the same period in 2019. This increase is attributable to the social and economic impact of COVID and the proactive promotion of the Fund.
- 4.8 Day to day operations in the Repairs Direct team have been significantly impacted by COVID-19. Although the team experienced a drop-in call volume due to the service moving to a critical only repair offering, 17,713 calls still presented on the main Repairs line in the reporting period.
- 4.9 In June 2020 the Repairs Direct Team absorbed the Annual Gas Servicing calls for Housing Property, as part of a wider efficiency initiative. This phone line has been extremely active with 5156 inbound calls, 2593 emails and 16,680 outbound calls during June to September 2020.
- 4.10 In recent months contact volumes have continued to rise as the service reopens to normal activities. During this period the team has continued to work on the Total Mobile improvement project to align with Housing Repairs return to full service in October 2020.
- 4.11 The General Enquiries line handled 24,033 calls, an increase of 7000 calls in the same reporting period in 2019. The reflects the increased contact from citizens seeking advice on wider Council services. This number is expected to reduce with the reopening of all major contact lines.
- 4.12 The closure of Libraries during the pandemic resulted in close working with the Improvement Service to deliver an online portal for new 60+ bus passes and Young Scot applications. This initiative has been a success and the Improvement Service is aiming to launch concessionary travel for people with disabilities, followed by a Young Scot photo card and renewal and replacement cards later in the year.
- 4.13 Contact teams based in the Council's locality offices have played a pivotal role in supporting the Council's Critical Response Centres (CRC). This has ensured appropriate face to face services have been supported, as well as outbound calls and 8,000 emails via the locality email accounts. Since changing to the CRC model, for the period April to September 2020, 5783 citizens have made use of these critical services. In addition, alternative contact arrangements have been put in place for thousands of other citizens.
- 4.14 The Contact team supported the Garden Waste registration during the current reporting period. As a result of COVID-19 restrictions, registration was available by phone or online. This registration period saw 90% of registrations processed online with the remaining 10% through the dedicated phone line.
- 4.15 The Customer team is committed to maximising the use of technology to improve the customer experience and provide greater service choices. The Verint customer platform is pivotal to this activity and supports a range of online forms for services including Parking, Licensing and Planning and Building Standards. This work is

continuing and will deliver further back office system integration to help effectively manage customer contact.

- 4.16 The Council utilised the CRM platform to develop various applications that supported its response to COVID-19. The flexibility of the system was a vital component in coordinating data and service requests from shielded and vulnerable customers, as well as individuals instructed to self-isolate. This ensured critical services were provided efficiently and timeously at a time when service capacity was under pressure.
- 4.17 Work has been completed to simplify the sign in process for customers accessing the Council's online services. This has made reporting, requesting and paying on the Council's website simpler and quicker. The 'Mygovscot' registration is now optional for many services, providing greater flexibility for residents and businesses who are using our online services. Citizens who still wish to keep a record of their transaction in their online account can choose to sign in to their mygovscot myaccount, as they have done in the past. If they choose not to use their mygovscot myaccount, the transaction will be processed as normal and the Council will hold a record of the transaction, but it won't be saved to the citizen's online account. This change is designed to address customer feedback that registration had been a barrier to service access and the new process is designed to be easier and faster.
- 4.18 Several changes have also been applied to the automatic e-mails generated by the platform to improve the overall customer experience. These include:
- Council branding;
 - functionality to allow the email notifications to be more easily updated; and
 - details of the location request/report to make it easier for customers to identify which issue the email relates to.
- 4.19 These new features are part of the Customer team's ongoing commitment to deliver simple and easy to access online services.

5. Next Steps

- 5.1 Performance will continue to be reviewed against target to ensure issues are addressed and service level improvements are achieved.
- 5.2 The use of technology continues to play an important role and we will continue to implement technology and systems throughout 2020 to better improve the citizen experience and to help achieve further saving targets.
- 5.3 The use of new technology will allow the Contact Centre to continue to operate a blended model of office and home working to build service resilience.
- 5.4 Phase 2 of the improvement programme will build on a range of service initiatives, including fully utilising existing technology and ensuring it is effectively integrated with further system/processes to deliver a better service experience for our customers. Activities include:

- Planning and Building Standards – pre planning applications
- Emergency and non-emergency Council home repairs
- Full integration of bulky uplifts
- Online Shared Repairs Service
- Online access to Council rent
- Integration with social media and telephony systems
- Creation of service knowledge base to support internal service delivery and cross skilling within the Contact team

6. Financial impact

- 6.1 The Contact Team is projected to deliver efficiency savings within 2020/21 and this will be achieved through greater self-service, a rationalised cash collection operation, improved call handling and a related organisational review. Where appropriate and subject to a comprehensive integrated impact assessment, predominately online activities will be considered for appropriate services, e.g. interaction with businesses.

7. Stakeholder/Community Impact

- 7.1 There are no direct equalities implications arising from this report. The Council continues to progress a primarily digital by design approach to ensure that all citizens are supported, providing them with appropriate and accessible service options. This adopts the standard call centre and shared services methodology of providing a range of channels, including: self-service options and call-based options. This blend continues to be reviewed in light of the ongoing pandemic.
- 7.2 As the Council's online offering develops and matures consideration will be given as how best to further encourage and improve uptake of both self-service and online transactional options, supported by automation where appropriate.
- 7.3 The Customer team uses a broad range of feedback and citizen groups to support service development and improvement.

8. Background reading/external references

- 8.1 [Customer Performance Update July - September 2019 - Report to Policy and Sustainability Committee, November 2019](#)
- 8.2 [Customer Performance Update April - June 2019 - Report to Policy and Sustainability Committee, August 2019](#)
- 8.3 [Customer Performance Update January – March 2019 - Report to Corporate, Policy and Strategy, May 2019](#)

- 8.4 [Customer Performance Update October - December 2018 - Report to Corporate, Policy and Strategy, February 2019](#)

9. Appendices

Appendix 1 – Customer Centre Performance Data

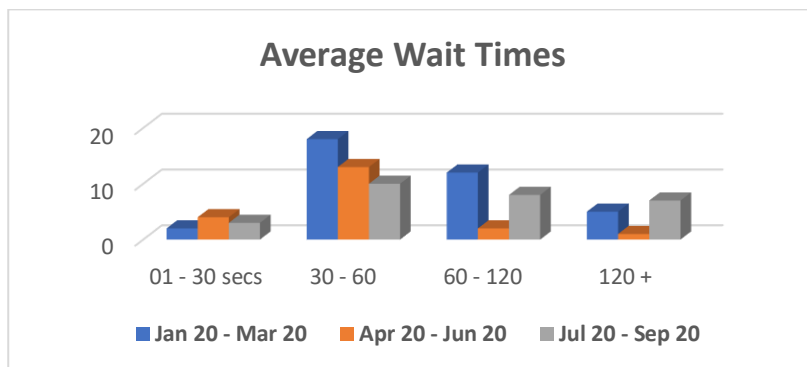
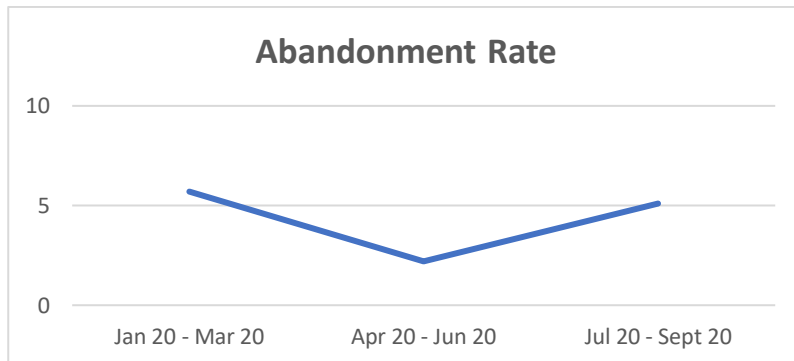
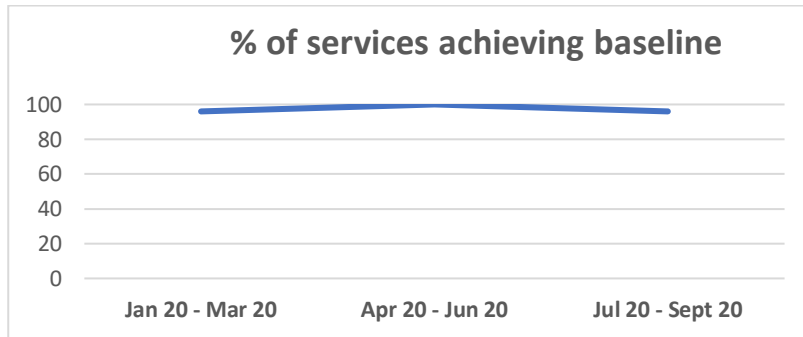
Contact Centre - Performance Data

Contact Activity & Timescale	% Calls answered within 60 seconds SLA target of 60%			Trend Apr – Jun 20 / Jul – Sep 20	Abandonment target – not exceed 10%, with a stretch target of 8%					Average Wait Times			
	Jan – Mar 20	Apr – Jun 20	Jul – Sep 20		Jan – Mar 20	Apr – Jun 20	Jul – Sep 20	Total Calls Handled Jul – Sep 20	Trend Apr – Jun 20 / Jul – Sep 20	Jan – Mar 20	Apr – Jun 20	Jul – Sep 20	Trend Jan – Mar 20 / Apr – Jun 20
Anti-Social Behaviour	100%				0%			0					
Central Emergency Serv	71%	84%	75%	▼	6.7%	3.5%	7.2%	6025	▲	01:20	00:39	01:19	▲
C & F Professional Child	67%	76%	61%	▼	9.8%	3.5%	8.9%	901	▲	01:21	00:55	01:33	▲
C & F Public Child	63%	70%	61%	▼	9.7%	3.7%	7.2%	2038	▲	01:36	00:55	01:31	▲
SCD Emergency Clarence	83%	80%	81%	▲	2.8%	3.6%	3.6%	159		00:41	00:40	00:41	▲
Council Tax	68%	86%	64%	▼	4.8%	1.3%	8.7%	16732	▲	01:48	00:35	02:41	▲
Benefits	65%	87%	66%	▼	3.3%	0.6%	2.9%	4586	▲	02:03	00:39	02:20	▲
NDR	63%		61%		3.1%		2.0%	251		02:00		02:38	
Customer Care	79%				2.9%			0		00:43			
Food Bank	61%	80%	71%	▼	9.4%	3.5%	6.2%	1381	▲	02:24	00:49	01:29	▲
Emergency Home Care	87%	87%	84%	▼	8.5%	9%	9.3%	5186	▲	00:37	00:30	00:45	▲
Emergency Home Care	80%	91%	82%	▼	5.7%	3.8%	6.6%	733	▲	00:43	00:19	00:42	▲
Emergency Social Work	83%	88%	71%	▼	6.5%	3.8%	16%	205	▲	00:40	00:34	01:20	▲
ITS Daytime	89%				4.7%			0		00:25			
1 Edinburgh	71%				6.4%			0		01:04			
Repairs Direct	43%	72%	77%	▲	15.2%	5.8%	4.0%	17005	▲	04:10	01:27	01:00	▼
Repairs Planners	91%	99%	97%	▼	2.5%	0.4%	1.2%	3817	▲	00:17	00:09	00:10	▲
SCD Professional Adult	71%	89%	72%	▼	5.2%	5%	6.4%	615	▲	00:52	00:43	01:01	▲
SCD Public Adult	60%	72%	60%	▼	10.7%	7%	12.9%	9714	▲	01:59	01:21	02:10	▲
Scottish Welfare Fund	62%	97%	86%	▼	5.2%	0.4%	1.3%	5172	▲	02:17	00:19	00:50	▲
Repairs - Tradesman	67%	80%	82%	▲	7.3%	4.8%	4.3%	5821	▼	01:15	00:40	00:36	▼
Waste Special Uplifts	73%		82%		1.5%		2.1%	92		01:09		00:49	
Waste	73%		75%		2%		1.4%	183		00:52		01:07	
Environment	71%		61%		2.4%		7.7%	301		01:10		02:26	
FM Helpdesk	82%		89%		8.3%		4.9%	1333		00:31		00:21	
Building Standards	70%				4%			0		01:08			
Planning	69%				4.1%			0		01:04			
PBS Building Payments	82%		63%		3.6%		9%	284		00:38		01:39	
North East Locality	70%				7.2%			0		00:52			
North West Locality	72%				5.9%			0		00:51			
South East Locality	72%				6.8%			0		00:52			
South West Locality	71%				5.8%			0		00:54			
Supply Hub	78%		79%		13.7%		14.1%	383		00:34		00:28	
Debt Services	63%				5%			0		00:53			
Garden Waste	78%		42%		2.1%		25.4%	7713		00:59		04:43	
Library Enquiries	79%				4.8%			0		00:38			
General Enquiries	80%	91%	82%	▼	4.7%	2.2%	3.4%	24033	▲	00:36	00:23	00:37	▲
Shielding		83%	84%	▲		2.6%	5.9%	2023	▲		00:48	00:54	▲
Vulnerable		80%	79%	▼		4.5%	6.1%	1394	▲		00:57	00:53	▼
Annual Gas Servicing		67%	67%	↔		21.9%	19.8%	4134	▼		02:07	02:14	▲

Shading highlight lines that were partially closed during the reporting period or linked to new service delivery.

Contact Centre Performance Overview

Performance Measures



Commentary

- 28 lines open during the COVID restrictions covering reporting period July – September 2020.
- 122,214 calls were handled during Jul – Sept 2020.
- 27 out of 28 lines met or exceeded service in the period July - September 2020

- The Contact Centre is answering 94.9% of all calls received. This is based on 28 lines open and a blended approach of home and office working.
- 19 out of 28 lines achieved the 8% stretch target. A further 4 achieved the 10% target.

- Average wait times increased during the current reporting period compared to the previous quarter. This is a result of supporting additional workstreams, reallocating resource to support critical service and dealing with more complex queries as services across the Council reopen.

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Policy and Sustainability Committee

10.00am, Tuesday, 1 December 2020

Energy Management Policy for Operational Buildings - Annual Report

Executive/routine Wards Council Commitments	Routine All 18
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1. Recommendations

- 1.1 That Committee:
 - 1.1.1 Approves the revised Energy Management Policy Statement attached in Appendix 1;
 - 1.1.2 Notes progress on implementation of the Energy Management Policy and Energy Management System across the Council’s operational estate; and,
 - 1.1.3 Notes that Property and Facilities Management obtained certification to ISO 50001 Energy Management System.

Stephen S. Moir

Executive Director of Resources

Contact: Paul Jones, Energy and Sustainability Manager,
Property and Facilities Management Division, Resources Directorate

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Energy Management Policy for Operational Buildings - Annual Report

2. Executive Summary

- 2.1 In August 2019, the Policy and Sustainability Committee [approved a new Energy Management Policy Statement](#) and agreed to receive an annual report on performance against the aims of the Policy Statement. Some minor changes have been made to the Policy Statement to accommodate recommendations from our external ISO50001 auditors. This report therefore seeks approval for a revised Energy Management Policy for the Council's operational buildings.
- 2.2 This paper provides an overview of energy management activity including progress on policy aims and objectives as well as highlighting work underway within Property and Facilities Management to support the Council's target for Edinburgh to be a net zero carbon city by 2030.

3. Background

- 3.1 The Energy Management Policy Statement (Appendix 1) sets three aims for the management of energy:
- Minimise
 - Manage
 - Promote
- 3.2 Some minor amendments have been made to the Policy since the report in August 2019. The main change is to clarify that Council procurement sits out with the current scope of the Policy. This clarification was required to address recommendations made by external ISO50001 auditors.
- 3.3 This paper reports on actions within the scope of the management system towards the Policy aims. These aims align with wider Council objectives such as the Council's 2030 net zero carbon target and Best Value.
- 3.4 Property and Facilities Management (P&FM) was awarded certification to the energy management standard ISO50001 in November 2019 and remains the

only council in Scotland to gain this certification. Certification will be subject to ongoing compliance audits with the next audit scheduled for January 2021.

- 3.5 In line with recommendations in the August 2019 report, a report regarding the feasibility of deep energy retrofit in the Council's operational estate was considered by [Finance and Resources Committee in December 2019](#). This report provided an update on current work on retrofit. In July 2020, the [Council approved](#) the use of up to £0.295m from the former Central Energy Efficiency Fund (CEEF) to enable investment in key energy efficiency initiatives. This included an initial draw down of up to £0.200m to support deep energy retrofit and the installation of solar photovoltaic (PV) panels on Council buildings.
- 3.6 The Council has set a city-wide net zero carbon target for 2030 with a Government net zero carbon target set for 2040. The Council is working with partners, including the independent Edinburgh Climate Commission which the Council co-sponsors, to develop a new 2030 Sustainability Strategy for Edinburgh. Further engagement is planned over the coming months and as part of formal consultation on the sustainability strategy. Following agreement of a draft strategy by the Policy and Sustainability Committee in the new year, public consultation on a draft strategy will take place in spring/summer 2021 ahead of the final strategy being formally launched in autumn 2021 to coincide with [CoP26](#) being hosted in Scotland.
- 3.7 P&FM are working with colleagues in Strategy and Communications to support the development of the 2030 Sustainability Strategy for Edinburgh. This includes leading on property related improvement priorities identified under the short window improvement plan.

4. Main report

- 4.1 The policy outlines three core aims: minimising; managing; and promoting. These are targeted as follows.
- Minimising**
- 4.2 To minimise energy use, focus is given to building better, improving our estate and generating renewable power on site.
- 4.3 **Building better** – The Council has committed to Passivhaus being the default standard for Council new build. This is captured under En13 of the Council's short window improvement plan. At present 5 Passivhaus projects are under development comprising 1 high school, 3 primary schools and 1 archive store.
- 4.4 **Improving our estate** – P&FM are developing a strategy for the energy efficient retrofit of the Council's operational buildings. This is captured under EN11 of the Council's short window improvement plan. Funding of £100k has been secured to support this agenda. Proposals are underway to execute a pilot on a small sample of buildings utilising the Passivhaus Enerphit standard. This work will help inform future property lifecycle and refurbishment works.

4.5 **Generating renewable power** – P&FM’s renewables strategy (captured under En10 of the short window improvement plan) focusses on targeting the best opportunities to increase our renewable generation. Solar PV is the most suitable technology for the Council’s operational estate due to its compatibility with the urban environment and relatively low maintenance requirements. P&FM is targeting increased solar generation on new builds and aligning retrofit solar PV projects with roof works being carried out through the Asset Management Works Programme. The additional £100k of funding secured will support enabling/survey works and provide contingency to existing [SALIX](#) funds (which are based on payback). In addition, the Council has supported the expansion of community renewables across Council and Edinburgh Leisure properties through support of further solar installations by [Edinburgh Community Solar Co-operative](#) and through the installation of community owned panels on [Duddingston Primary School](#). The Council now has over 1.6MW of installed solar capacity across its operational estate with capacity set to grow further during 2020/21.

Managing

4.6 Table 1 below details some headline energy data for energy consumption for 2018.19 compared with 2019/21.

Table1: Energy Consumption

	2018/19	2019/20
ELECTRICITY (GWH)	46.1	45.3
GAS (GWH)	124.4	127.0
CARBON (TONNES CO2)	36,877	34,745
COST (FM)	£9m	£9.8m

4.7 Total carbon emissions in operational buildings totalled 34,745 tonnes. This represents 45% of Council emissions as reported under the Public Bodies Climate Change Duties Report 2019/20. The greening of the electricity grid has resulted in the carbon factor for electricity reducing by 11% between 18/19 and 19/20, contributing to much of the reduction in Council emissions.

4.8 As the Council’s gas use is predominantly required to meet thermal demand in buildings, its use is proportional to the severity of the weather in any given year. 2019/20 was marginally (circa 4% in terms of space heating metrics) colder than 2018/19 and accounts for much of the increase in gas use.

4.9 Reductions in electricity are attributable to energy efficiency improvements and increased generation of electricity through combined heat and power plant. Property closures during March 2020 will also have had a modest impact on

19/20 electricity use. Carbon reductions associated with property closures in 2020/21 will be more significant.

- 4.10 Managing energy requires monitoring, investigation and control. It also requires legal obligations to be met, with compliance tracked and registered as part of P&FM's energy management system.
- 4.11 **Monitoring** –P&FM have robust procedures in place to ensure accurate monitoring and analysis of consumption. This provides the platform to inform statutory reporting requirements and provides the foundation for periodic review of energy performance and utility budget management, forecasting and targeting. Current priorities include adapting forecasting models to account for recent operational changes and improving the energy software set up which has lost functionality due to remote working. This presents a risk to future monitoring including budget management and ISO50001 compliance and P&FM are pursuing alternate solutions with ICT/CGI.
- 4.12 **Investigation** – Using available energy data and associated tools to drive energy performance monitoring is a cornerstone of energy management. Smart meter data is a critical tool to set real time alerts for changes to building performance and can help in determining appropriate interventions especially given recent challenges accessing buildings. Most the Council's electricity smart meters are nearing end of life and work is underway to procure replacement infrastructure.
- 4.13 **Control** – P&FM continue to implement improvements to Building Energy Management System controls across its estate. The functionality that this provides has proved vital in helping to remotely monitor and manage performance of heating and ventilation plant in buildings during recent disruption to building operation. To realise efficiencies, attention has been given to ensure operation of plant is in line with new occupation patterns.

Promoting

- 4.14 Promotion of energy management is an awareness focused element of the energy management system and a key requirement for ISO 50001. It includes informing partners of energy use and promoting activities and best practice.
- 4.15 **Informing Partners** – An oversight group with representatives from across P&FM has been set up to support a collective understanding and input into energy strategy. This has helped ensure a coordinated approach to the key objectives detailed in this report and is critical for identifying opportunities for improvement. This extends to focussed awareness raising activities to ensure that staff have both the knowledge and tools to deliver on strategies. Engaging and supporting local FM staff to assist in improving energy efficiency will be a continued focus over the coming year.
- 4.16 **Promoting Best Practice** – As a team P&FM regularly work with external partners to both share best practice and participate in research. Recent engagement has included discussions on net zero carbon building standards,

district heating proposals and deep energy retrofit. Discussions are also underway with Edinburgh Community Solar Cooperative regarding the installation of battery storage at 3 schools that already host community owned solar panels. The proposal has received a Scottish Government [CARES](#) grant and is currently under review by Council officers. Whilst the project has limited financial benefit for both parties, it offers an opportunity to explore and test an emerging energy solution and share best practice with other stakeholders.

5. Next Steps

- 5.1 With adoption of Passivhaus standard by the Council and subsequent progress with projects entering design, the main strategic objective is to develop an approach for demand reduction and decarbonisation across the Council's existing operational estate that reflects the ambition of the Council's 2030 target. As such, the pilot into Enerphit will be a key focus over the next year
- 5.2 Work will continue on retaining ISO50001 certification of P&FM's Energy Management System. Given current challenges with software operation, this will be a key focus over the coming months.
- 5.3 Opportunities for external funding will continue to be pursued where they align with strategic objectives and complimentary benefits can be realised.

6. Financial impact

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

7. Stakeholder/Community Impact

- 7.1 The work detailed in this report will aid the Council's objective to mitigate its carbon impacts and adapt to climate change assisting in the delivery of the Council's obligations under the Climate Change Act (Scotland).
- 7.2 Through the successful delivery of solar projects with Edinburgh Community Solar Co-operative and the Friends of Duddingston Primary School, the Council is demonstrating positive support for community energy projects.
- 7.3 By following best practice and delivering effective energy management, the Council can demonstrate carbon reduction and set a positive example for organisations within Edinburgh and more widely.

8. Background reading/external references

- 8.1 [Policy and Sustainability Committee, Tuesday 6 August 2019, Energy Management Policy for Operational Buildings](#)
- 8.2 [City of Edinburgh Council, Tuesday 28 July 2020, Revenue Budget 2020/21 Update – referral from the Policy and Sustainability Committee](#)
- 8.3 [Finance and Resources Committee, Friday 6 December 2019, Feasibility of Deep Energy Retrofit of Operational Council Buildings](#)
- 8.4 [Finance and Resources Committee, Friday 6 December 2019, The Friends of Duddingston Primary School Solar PV Proposal](#)
- 8.5 [Finance and Resources Committee, Friday 6 December 2019, Edinburgh Community Solar Co-operative – Phase 2](#)

9. Appendices

- 9.1 Appendix 1: Energy Management Policy Statement 2020

ENERGY MANAGEMENT POLICY STATEMENT



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

The Policy Aims are:-

- Minimise: We will minimise energy consumption¹
- Manage: We will achieve ongoing improvements through recording, benchmarking, monitoring and reporting on energy usage across the Council
- Promote: We will promote the conservation of energy amongst Council employees, contractors, partners and the wider communities we serve

The Policy's key objectives are: -.

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

IMPLEMENTATION

The policy will be promoted, monitored and adequately resourced by the CEC and progress reported annually. The aims, objectives and targets will be reviewed annually. CEC will undertake publicity and provide staff with information and training on saving energy. The scope of this policy, and the activities of the Energy and Sustainability Team, does not extend to direct control over Council procurement and therefore no targets for procurement are set within this standard.

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

Policy and Sustainability Committee

10:00am, Tuesday, 1 December 2020

Council Health and Safety Policy

Executive/routine Wards Council Commitments	Executive
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1. Recommendations

- 1.1 It is recommended that the revised Council Health and Safety Policy is approved.

Stephen S. Moir

Executive Director of Resources

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Legal and Risk Division, Resources Directorate

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Council Health and Safety Policy

2. Executive Summary

- 2.1 The new Council Health and Safety Policy (Policy) sets out a commitment to protecting the health, safety and welfare of employees and those persons who engage, interact with, or may be affected by, Council services and/or property. Ensuring health and safety is the starting point to delivering a thriving, sustainable capital city.
- 2.2 The Policy replaces the existing Corporate Health and Safety Policy. It recognises, and gives greater clarity to, the current health and safety governance and assurance arrangements within the Council and captures recommended actions stemming from the comprehensive external 'Life Safety' audit carried out in 2020¹ as part of the 19/20 Internal Audit plan.

3. Background

- 3.1 The Health and Safety at Work etc. Act 1974² requires employers to prepare, in writing, a statement of their general policy with respect to the health and safety at work of their employees; and the organisation and arrangements for carrying out the policy. It also requires the statement to be brought to the attention of all employees.

4. Main report

- 4.1 The proposed new Policy replaces the existing Corporate Health and Safety Policy. It gives greater clarity on roles and responsibilities and defines, in greater detail, the Health and Safety governance and assurance processes within the City of Edinburgh Council. The revised policy also captures appropriate health and safety recommendations from the 2020 external 'Life Safety' audit.
- 4.2 The Policy applies to all employees and to all third parties who interact/engage with Council services but are not employees.

¹ Life Safety Audit - 2020

² Health and Safety at Work etc. Act 1974 Section 2 **General duties of employers to their employees.** (3) it shall be the duty of every employer to prepare and as often as may be appropriate revise a written statement of his general policy with respect to the health and safety at work of his employees and the organisation and arrangements for the time being in force for carrying out that policy, and to bring the statement and any revision of it to the notice of all of his employees.

- 4.3 The Policy Statement sets out the Council’s commitment to health and safety, recognising that this is the starting point to delivering a thriving, sustainable capital city.
- 4.4 The Policy content sets out requirements for health and safety which must be met to ensure that those who create or are responsible for risk are accountable for controlling that risk.
- 4.5 The key changes compared with the existing Corporate Health and Safety Policy are as follows:

a) Policy statement

In the Policy, the Policy Statement confirms the intent of the employers (elected members as “the Council”) in relation to the health and safety of their employees and those affected by their undertakings and the governance and assurance in place to support this intent.

b) Policy content

The Policy confirms the organisation and management arrangements to ensure the health and safety of employees and those affected by the Council’s undertakings, recognising the Council will adopt best practice, when identified, and that statutory compliance will be regarded as the minimum expected performance standard. The content also addresses the recommendations made in the recent ‘Life Safety’ audit recommendations 2020.

c) Roles and responsibilities

Health and safety roles and responsibilities in the Policy reflect the current Council management structure, and defines, in greater detail, the responsibilities/accountabilities for key roles.

5. Next Steps

- 5.1 The Policy, once approved, will be formally communicated and disseminated to all Council employees, including duty holders and others with key identified responsibilities.
- 5.2 This Policy will be reviewed every three years or when legislation or as and when best practice materially changes. The next review is scheduled for December 2023.

6. Financial impact

- 6.1 The Policy does not affect existing financial arrangements.
- 6.2 Failing to manage health and safety effectively can create financial and other risks.

7. Stakeholder/Community Impact

- 7.1 Consultation and engagement has taken place with recognised Trade Unions in accordance with the Safety Representatives and Safety Committees Regulations 1977 (as amended) and the Health and Safety (Consultation with Employees) Regulations 1996 (as amended).
- 7.2 Consultation and engagement has taken place with Directorates and Divisions and associated management teams, as outlined in the governance and assurance arrangements.
- 7.3 There are no negative sustainability issues arising from this Policy.

8. Background reading/external references

- 8.1 Accessible online resources:
 - a) Health and Safety at Work etc. Act 1974, (accessed 25.08.2020), Legislation [Link](#), Guide [Link](#).
 - b) The Management of Health and Safety at Work Regulations 1999, Legislation [Link](#), Guide [Link](#) (accessed 25.08.2020).
 - c) RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, Legislation [Link](#), Guide [Link](#) (accessed 25.08.2020).
 - d) Safety Representatives and Safety Committees Regulations 1977 (as amended), Legislation [Link](#), Guide [Link](#) (accessed 25.08.2020).
 - e) Health and Safety (Consultation with Employees) Regulations 1996 (as amended) Legislation [Link](#), Guide [Link](#) (accessed 25.08.2020).

9. Appendices

- 9.1 Appendix 1 - The City of Edinburgh Council Health and Safety Policy

Council Health and Safety Policy

Implementation date: 01 December 2020

Control schedule

Approved by	Policy and Sustainability Committee
Approval date	01.12.2020
Senior Responsible Officer	Dr Stephen S. Moir, Director of Resources
Author	Robert H. Allan, Council Health and Safety Manager
Scheduled for review	December 2022

Version control

Version	Date	Author	Comment
0.1	28 Mar 2017	Susan Tannahill	The existing Corporate Health and Safety Policy will be superseded.
0.2	15 May 2018	Susan N. Tannahill	Amendment to Policy Statement in 1.1.
0.3	01 Dec 2020	Robert H. Allan	The existing Corporate Health and Safety Policy will be superseded.

Subsequent committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
28 Mar 2018	Corporate Policy and Strategy Committee	Council Health and Safety Policy	Minute of 28 March 2017
15 May 2018	Corporate Policy and Strategy Committee	Council Health and Safety Policy	
14 May 2019	Corporate Policy and Strategy Committee	Business Bulletin	

Council Health and Safety Policy

1.0 Foreword

- 1.1 The City of Edinburgh Council (Council) regards the health, safety and wellbeing of employees, service users and visitors as an integral part of pursuing its mission of excellence in the provision of public services to the community in Scotland's dynamic, festival, capital. Accordingly, it is committed to enabling staff to pursue their legitimate activities and to ensuring that these activities are conducted safely by targeting resources proportionate to the risks; ensuring that staff and those others who engage with the Council, are properly protected.
- 1.2 This policy seeks to ensure that those who create and/or are responsible for risks manage them responsibly and understand that failure to manage real risks responsibly and proportionately is likely to lead to robust action, enabling individuals to understand that as well as the right to protection, they also have to undertake activity responsibly and without risk to others.

2.0 Policy Statement

- 2.1 The Council and its elected members are committed to providing a safe and healthy place of work where employees are confident that their health and safety is considered to be of the utmost importance at all times. The Council is also committed to providing a safe and healthy environment for others who may be affected by Council activities such as service users, contractors, etc.
- 2.2 To maintain and further develop a strong council-wide health and safety culture it is essential that all managers and employees are equipped with the knowledge, competence, confidence and capacity to deal effectively with health and safety issues in support of the Council's strategic objectives and ambitions. In satisfying this commitment it is the policy of Council, so far as is reasonably practicable to:
- a) allocate adequate resources to health and safety at all levels;
 - b) provide and maintain plant and systems of work that are safe and without risks to health;
 - c) make arrangements to ensure safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
 - d) provide appropriate training, information, instruction and supervision to ensure that all employees have the knowledge and competence they need to meet their individual and collective responsibilities;
 - e) maintain any place of work (or premises under Council control) in a condition that is safe and without risks to health and to provide and maintain safe means of access to and egress from them;
 - f) provide and maintain a working environment for employees that are safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work;

- g) ensure that suitable and sufficient risk assessments are carried out for all work activities and appropriate control measures are installed, communicated and implemented;
- h) ensure risk assessments and other safety protocols, i.e. local safety procedures and guidance, safe systems of work, etc. are reviewed annually, or as agreed with service area managers;
- i) to provide such protective equipment as is required by risk assessment for the health and safety of employees;
- j) adopt a collaborative approach between trade unions, staff health and safety representatives and management on health and safety issues;
- k) work in partnership with other employers where there are shared facilities or activities;
- l) to monitor the effectiveness of health and safety provisions through sound governance and assurance arrangements; and
- m) ensure that the Council has access to competent specialist advice for health and safety.

2.3 This Policy will be made available to all employees and/or other persons working under the control of the Council or interested third parties, on request.

3.0 Scope

3.1 The City of Edinburgh Council Health and Safety Policy (and associated policies and approved guidance notes) applies to all employees, premises and activities falling, to any extent, under the Council's control. In addition, the Policy extends to third parties who interact with Council services but are not employees such as members of the public, contractor and service user

4.0 Roles and responsibilities

4.1 The Council will organise its health and safety arrangements around existing organisational governance and assurance structures and will ensure the provision of robust leadership and management systems, with clearly defined roles and responsibilities, for health, safety and wellbeing risks.

4.2 The City of Edinburgh Council

The City of Edinburgh Council, as the governing body and employer, has the overall statutory responsibility for occupational health and safety in the Council. Elected Members have a duty to consider health and safety in the course of approving policy and strategy and reviewing the Council's occupational health and safety performance.

Specifically, the Council will ensure:

- a) appropriate governance, communications and assurance systems are put in place to support this policy including its review and development;
- b) awareness of significant health and safety risks faced by the Council;
- c) oversight of the health and safety implications of strategic decisions; and
- d) emergency planning (resilience) arrangements are kept up to date.

Elected members will seek assurances from the Chief Executive Officer that: -

- e) the Council health, safety and wellbeing arrangements are adequately resourced;
- f) risk control measures are in place and acted upon;
- g) there are effective processes to ensure training and competency;
- h) there are suitable processes for auditing health and safety performance;
- i) there is access to competent health and safety advice; and
- j) there is a process for employees or their representatives to be involved and engaged in decisions that affect their health and safety.

Elected members will receive, and reasonably evaluate, performance metrics relevant to health and safety, and where appropriate, ask for data on process (*preventive and maintenance*) and competency indicators.

4.3 **Chief Executive and Corporate Leadership Team**

The Chief Executive has delegated authority from the City of Edinburgh Council for the delivery, management and performance of this health and safety policy and is supported in this by the Executive Directors who form the Council's Corporate Leadership Team (w), along with other relevant officers who are in attendance at that group.

Additionally, the Chief Executive and the CLT shall:

- a) implement and endorse this policy as a visible demonstration of ownership and ensure its values are communicated;
- b) agree how this policy will be measured, monitored and reported through the setting of appropriate key performance indicators and to review such performance data, celebrating achievement and taking corrective action where targets are not being met;
- c) allocate suitable resources for the management of health and safety;
- d) establish, define membership, chair and maintain a health and safety group/committee, as outlined in the governance and assurance arrangements;
- e) regularly communicate/meet with the corporate health and safety manager;
- f) ensure that an occupational health service is integrated into the health, safety and wellbeing management system;
- g) determine a health, safety and wellbeing risk profile for the Council and agree an appropriate internal auditing program to reflect this profile;
- h) ensure emergency procedures encompass all relevant risks;
- i) consider the health, safety and wellbeing implications of strategic decisions such as large projects etc.; and
- j) review health, safety and wellbeing performance on an annual basis and share such results with staff.

4.4 **Executive Directors**

Executive directors, in addition to their CLT role, are accountable for implementation and compliance with the Policy across their Directorate/Divisions and areas of responsibility.

Specifically, they shall ensure that:

- a) adequate resources are provided within their Directorate to effectively implement this Policy;

- b) health and safety roles, responsibilities and accountabilities are communicated, understood and executed in their Directorate, and areas of responsibility (including cross-service roles and responsibilities), and are appropriately included in personal objectives;
- c) effective arrangements for planning, controlling and monitoring/reviewing preventative and protective measures for health, safety and welfare are in place;
- d) a health and safety training needs analysis is undertaken, including induction training¹ and refresher training, where appropriate;
- e) governance processes, and oversight, for health and safety are effectively implemented in their service areas;
- f) there is suitable and sufficient consultation² in their service areas with employees and Trade Unions to encourage their commitment to, and engagement in, health and safety matters, including contributing to the risk assessment process and giving notice of any enforcement notices within their respective service areas;
- g) reviews of health and safety performance are undertaken on a regular basis and following any adverse event, as appropriate, directing action where required;
- h) incident escalation arrangements are in place and communicated; and
- i) there are arrangements in place to assure the Chief Executive and CLT that the Policy is fully complied with.

Executive Directors are also responsible for ensuring that their Directorate is represented at the Council Health and Safety Group by a member of their senior management team appropriately empowered on behalf of their behalf.

4.5 Executive Director of Resources

In additional to 4.3 above, the Executive Director of Resources reports to the Chief Executive on the development of strategies that support the Policy.

In particular, this role has the additional responsibility for:

- a) advising CLT on current and future health and safety requirements;
- b) ensuring that the Policy, strategy and objectives reflect the Council's business priorities;
- c) ensuring that a safety management framework is in place, to enable the appropriate health and safety policies and procedures to be developed, maintained, monitored and reviewed;
- d) ensuring that sufficient competent health and safety resources are provided to enable the development of the Policy, strategy, supporting health and safety policies, provision of technical advice and management of incident;
- e) ensuring that appropriate general health and safety information and training is provided to management and employees including training to update and refresh;
- f) informing the Chief Executive on organisational health and safety performance, and significant incidents and issues; and,

¹ Recognised Trade Unions shall be invited to contribute to employee induction training, where appropriate.

² The Safety Representatives and Safety Committees Regulations 1977.

- g) ensuring that the Council policies and supporting mechanisms for managing risk facilitate the management of health and safety risks and identification of non-compliances.

4.6 **Heads of Service**

Heads of Service are responsible for overseeing all aspects of the day-to-day operation of the Policy within the areas under their control, to support their Executive Director and CLT as whole.

Specifically, they are responsible for:

- a) forming and implementing health and safety plans within their area of control to deliver the Policy, strategy and objectives;
- b) ensuring health and safety hazards are identified and risks are assessed and eliminated/controlled;
- c) providing and maintaining of plant and systems of work that are safe and without risks to health;
- d) ensuring that appropriate health and safety training is provided to management and employees;
- e) ensuring that a premises/site health and safety duty holder is appointed (or other appropriate nominee) for all properties under their area of responsibility;
- f) ensuring adequate consultation arrangements are in place for recognised trade unions;
- g) ensuring that a multi-occupied premises health and safety duty holder is appointed (or other appropriate nominee) for all multi-occupied properties where their service area has the greatest number of employees based in the building; and
- h) assuring their Executive Director that the Policy is being complied with.

4.7 **Head of Property and Facilities Management**

The Head of Property and Facilities Management has overall accountability for non-domestic property related health and safety matters, except for properties managed by third party contractors on behalf of the Council, and leased properties, as appropriate:

Specifically, this role holder shall;

- a) be responsible for the design, construction, installation, security, maintenance (including cleaning), inspection, decommissioning, demolition and refurbishment, as appropriate, of the Council's non-domestic property portfolio, ensuring compliance with health and safety requirements including statutory obligations³, i.e. asbestos management, fire arrangements, control of legionella etc.;
- b) conduct and compile a comprehensive suite of records of fire risk assessments/inspections, asbestos; registers/management/demolition/refurbishment surveys and plans, water quality control inspections and reports, etc. to be held both centrally and on

³ Property and Facilities Management will support premises duty holders to comply with their statutory health and safety requirements including fire, asbestos, legionella, etc.

- site for property and facilities management, duty holder and enforcing authority purposes;
- c) ensure that roles and responsibilities are set out and adhered to in lease and sub- lease agreements, including maintenance and repair obligations, fire safety, asbestos and legionella management, etc.;
 - d) ensure adequate 'control of contractors' arrangements, including access to, permit to work and confined space working systems, etc. are in place to discharge (a) – (c) above; and,
 - e) act as temporary duty holders, ensuring that roles and responsibilities are set out for let agreements and out of hours access to Council premises to third parties.

4.8 Head of Place Development

The Head of Place Development has responsibility for Council housing (domestic/residential) property related health and safety matters:

Specifically, this role holder shall, in relation to domestic/residential property under their control;

- a) be responsible for the design, construction, installation, security, maintenance, inspection, decommissioning, demolition, refurbishment and cleaning, as appropriate, of the Council's domestic/residential housing portfolio, ensuring compliance with health and safety requirements including statutory obligations, i.e. asbestos management, fire safety, control of legionella etc.;
- b) conduct and compile a comprehensive suite of records of fire risk assessments/inspections, asbestos registers/management/demolition/refurbishment surveys and plans, water quality control inspections and reports held both centrally and on site, where appropriate, for duty holder purposes;
- c) ensure adequate 'control of contractors' arrangements, including access to, permit to work and confined space working systems, etc. are in place to discharge (a) and (b) above;
- d) responsible for the provision of information and guidance to occupiers of the Council's housing portfolio to ensure their safety; and
- e) ensure that all persons and contractors engaged in the Council's domestic/residential housing portfolio are competent and aware of their responsibilities in relation to health and safety whilst on Council property.

4.9 Head of Human Resources

In terms of this Health and Safety Policy, the Head of Human Resources supports employee wellbeing and has responsibility for ensuring:

- a) the adequate provision of Occupational Health Services, including pre-employment health screening, medicals, vaccinations⁴, health surveillance, etc. in consultation with Corporate Health and Safety;
- b) the adequate provision of Employee Assistance support;

⁴ Vaccinations required as a result of incidents at work.

- c) appropriate people policies and procedures are developed, maintained and monitored for work-related stress, driving at work and alcohol and drugs;
- d) in association with Corporate Health and Safety, making available health and safety training for employees; and
- e) the provision of health promotion initiatives within the Council to promote employee health and wellbeing.

4.10 **Senior Audit and Risk Manager (Chief Internal Auditor)**

Whilst corporate health and safety provides second line, local, operational health and safety audit/assurance, third line assurance is delivered by the Chief Internal Auditor's (IA) team and external assurance suppliers providing a higher level of organisational scrutiny and assurance. This is delivered through annual planning (significant/critical risk) in combination with a three yearly IA rolling audit programme; second line review and first line health and safety operational processes.

Where appropriate, the Council Health and Safety Manager will consult the Senior Audit and Risk Manager where significant or emerging health and safety risk is identified and require audit intervention outwith the above audit programme, as agreed.

4.11 **Corporate Health and Safety Manager**

The Council Health and Safety manager (CHSM) is the Council's appointed 'competent person⁵' in regard to health and safety assistance.

The CHSM role is to ensure that the health and safety of employees and those that engage with Council are not adversely affected by Council activities or processes, so far as is reasonably practicable, whilst promoting the highest quality of health and safety practice and continuous improvement across the Council's wide spectrum of activities; so meeting all its legal and moral obligations in this regard.

Specifically, this role holder is accountable for;

- a) defining the content of this Policy (and supplementary health and safety related policies), and reviewing on a three yearly basis or sooner where deemed necessary, and updating as necessary;
- b) providing guidance, interpretation and materials as required, to help achieve compliance with this Policy;
- c) defining the minimum required compliance information/metrics that should be used to continually evaluate performance, and reporting onwards appropriately;
- d) ensuring consultation with employees and their representatives on health and safety matters;
- e) engaging other competent people as appropriate to ensure appropriate expertise within the Council; and
- f) being the primary point of contact with external health and safety regulatory bodies and agencies.

⁵ Health and safety assistance - The Management of Health and Safety at Work Regulations 1999 (S7 (1)).

4.12 Corporate Health and Safety Advisors

Corporate health and safety advisors support and assist the CHSM to ensure that the health and safety of employees and those that engage with the Council are not adversely affected by Council activities or processes, so far as is reasonably practicable.

Specifically, these health and safety advisors will;

- a) support and advise directorates, divisions, localities and employees as health and safety 'competent persons', including provision of health and safety training;
- b) monitor compliance with this Policy by collating compliance information and metrics, and reporting onwards appropriately;
- c) undertake health and safety audits to evaluate compliance with this Policy, and recommending action required to meet the required standards; and
- d) investigate adverse events - incidents, accidents, injuries, work related ill-health as appropriate, and liability claims, with specialist input where required.

N.B. The Council health and safety manager and advisors shall, on behalf of the elected members and Chief Executive/CLT, have full access to any record, document, person or premises and is authorised to take any reasonable emergency/critical actions thought necessary to ensure the health, safety and wellbeing of all persons, employed or engaging with the Council and for the protection of Council physical assets and reputation, at any reasonable time.

4.13 Premises/site Health and Safety Duty Holder

In addition to normal managerial duties, employees who have control of premises or sites as part of their role shall undertake statutory health and safety related duties (duty holders). Technical support for these duties will be provided by the property and facilities management team but the management of the duties are the responsibility of the Duty Holder. Nominated employees will be assigned duty holders in particular properties, i.e. City Chambers, Waverly Court, etc.

At premises/site level, the most senior manager/employee (duty holder) within the Service Area with the greatest number of employees in the building, e.g. Head Teacher, Care Home Manager, Depot Manager, etc. is responsible for overseeing all aspects of the day-to-day operation of the Policy within the premises/site under their control, and will ensure:

- a) all health, safety and welfare risks under their management are identified, assessed and controlled, with specialist input from corporate health and safety advisors and others, where required;
- b) that the requirements in this Policy are communicated and followed by all employees and third parties, including service users;
- c) health and safety training needs analysis is carried out, and suitable training is delivered within appropriate timescales, including induction training;
- d) that workplace inspections are carried out each quarter (termly in schools), and that these are documented and, where required, remedial action is acted upon and delivered within appropriate timescales;

- e) the reporting and primary investigation of adverse events or conditions – injuries, work-related ill health, diseases, dangerous occurrences ('near misses'); and any premises/plant/equipment hazards, damage or defects (corporate health and safety shall conduct significant adverse event investigations, as appropriate); and
- f) adverse event escalation arrangements are in place and communicated.

4.14 **Multi-occupied Building or Multi-occupied Site Health and Safety Duty Holder**

In Council premises/sites occupied by multiple council service areas, in addition to their normal managerial responsibilities (and 4.12 above), the most senior manager/employee with the largest number of staff on site shall be responsible for the co-ordination and co-operation, where required, of health, safety and fire responsibilities that cross service area boundaries in the premises or site, including:

- fire alarm weekly testing
- fire / other evacuations
- fire wardens
- first-aiders
- health and safety records (e.g. fire safety, asbestos, water safety, electrical safety, statutory testing of equipment, etc.)
- incident/adverse event escalation.

In buildings where the Council own/operate part of the relevant building/site with other third parties, the most senior manager/employee with the largest number of staff on site will liaise with other occupiers to agree health and safety local duty holder responsibilities.

4.15 **Line Managers/Supervisors**

Employees that manage staff in any capacity are responsible for promoting good health and safety practices in the workplace, challenging inappropriate behaviours and recognising good practices within their teams.

Additionally, line managers/supervisors shall ensure, for their direct reports and others under their management control, that:

- a) the Policy and supporting policies/guidance documents are understood and followed;
- b) health and safety goals and/or measures are set;
- c) all health and safety risk are identified, assessed, controlled/mitigated and reviewed, as appropriate, with specialist input from corporate health and safety advisors and others including the Council occupational health provision, where required;
- d) they do not proceed with any activity where the risks cannot be adequately controlled;
- e) health and safety training is conducted/arranged in accordance with their specific training needs analysis, and records are maintained;
- f) there is adequate supervision and monitoring of work activity to ensure individual and group health, safety and welfare;

- g) the reporting and investigation of all adverse events or conditions – injuries, work-related ill-health, diseases, dangerous occurrences ('near misses') and any premises/plant/equipment hazards, damage or defects; and
- h) appropriate, engagement, consultation and co-operation with on-site Trade Union representatives (if trade unions are not on site then information should be passed to the respective Trade Unions, where appropriate).

4.16 All Employees

Everyone has a responsibility for their own health and safety, as well as that of others who may be affected by their work, acts or omissions. Everyone has the right not to proceed with any activity if they feel it poses a danger to their safety or that of others, and they must immediately raise their concerns with their line manager.

Employees will:

- a) take reasonable care of themselves and cooperate with the Council on health and safety matters;
- b) carry out their work safely and in accordance with this Policy, protocols, local arrangements/procedures or any relevant legislation;
- c) follow the requirements of the risk assessment and implement any identified control measures, i.e. personal protective equipment, safe systems of work, etc.;
- d) report any personal injury and work-related ill health, and accident or incident (including 'near misses') as soon as is reasonably practicable to their line manager, and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence that may be required;
- e) report any faulty, damaged or unsafe equipment or unhealthy working conditions/practices or to their line manager/supervisor;
- f) notify their line manager if they have a condition affecting their health which may be caused by, or made worse by, work activities;
- g) undertake any health surveillance/screening, as required, for their particular role;
- h) undertake health and safety training and induction, when required;
- i) use equipment only for its intended purpose;
- j) not to interfere with, or misuse, anything provided for health and safety purposes;
- k) on discovering a fire, raise the alarm - if the emergency alarms sound, leave by the nearest emergency exit and report to assembly points, as per local fire arrangements;
- l) notify their line manager in advance to set up a Personal Emergency Evacuation Plan (PEEP) if they will need assistance or special arrangements to evacuate;
- m) not damage the fabric of the building, or connect directly to the services - other than through a standard electrical socket - without prior agreement from property and facilities management; and
- n) bring any breaches of this Policy, protocols or local health and safety arrangements to the attention of their line manager or corporate health and safety advisors.

4.17 **Third Parties**

It is important that when third parties engage with the Council services or premises that the Council host informs and requires them to adopt the standards set out in this Policy.

In particular they shall;

- a) take care of their own health and safety and others who may be affected by their actions or omissions;
- b) co-operate with Council instructions, safe systems and procedures;
- c) reporting any hazards, damage or defects to equipment or Council property/premises/vehicles immediately to the host;
- d) report any personal injury and work-related ill health, and accident or incident (including 'near misses') immediately to the person in charge/host and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence as may be required; and
- e) Inform their host of they have any special need or requirement for their personal safety (relevant protected characteristic) whilst engaging with the Council.

4.18 **Contractor Management**

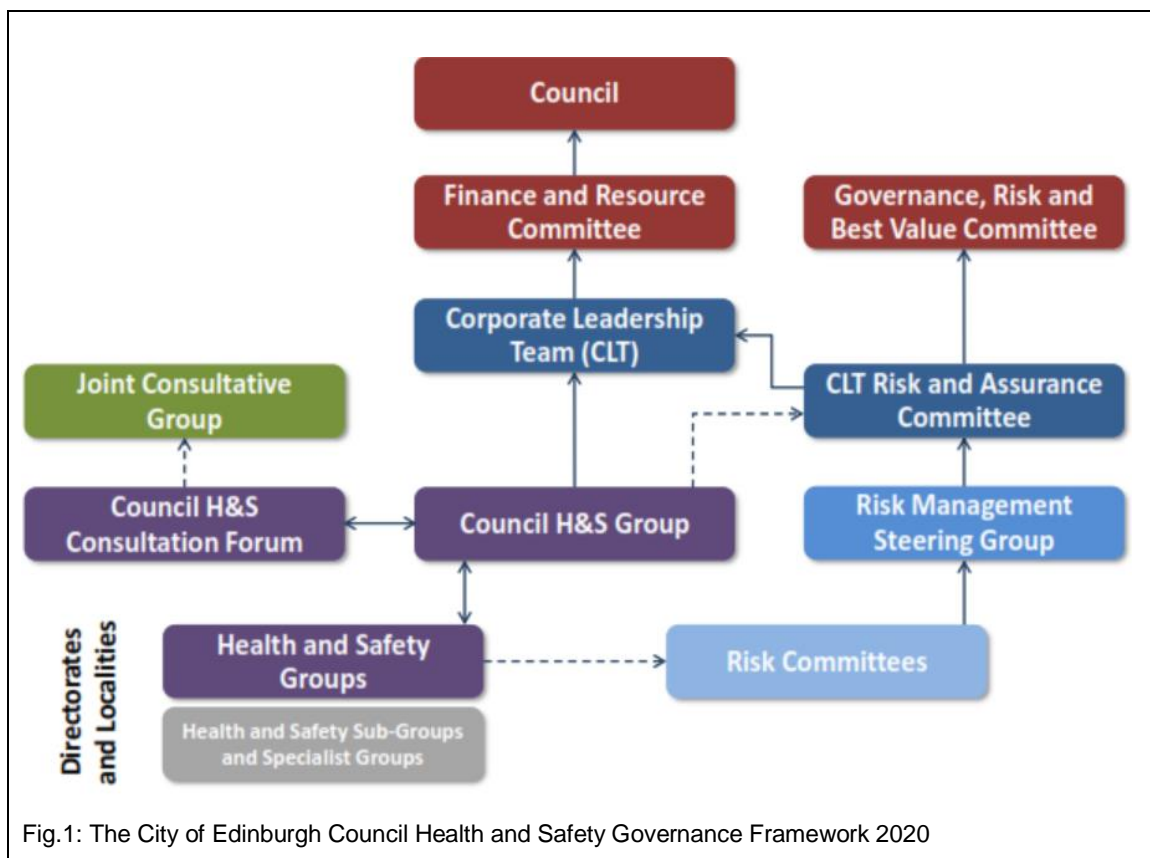
In addition to 4.16 above, it is the responsibility of the contract owner within the service area to manage and control the activities of contractors.

Specifically, contract owners shall:

- a) ensure that contractors have undergone appropriate and robust checks, and are deemed competent, suitable and fit to undertake work for the Council;
- b) provide contractors with all necessary information, including this health and safety Policy and relevant procedures;
- c) ensure that all contractors have provided the necessary health and safety control documents (e.g. health and safety risk assessments, method statements, survey reports, etc.);
- d) plan, resource, manage and supervise the contract, as appropriate, (including operating an access/permit to work, etc. system), proportionate with the level of risk;
- e) comply with the requirements of the Construction (Design and Management) Regulations 2015, where appropriate;
- f) ensure that all contractor personnel co-operate with any incident investigation on the part of the Council, including the provision of witness evidence; and
- g) inform their Council contract owner of they have any special need or requirement for their personal safety (relevant protected characteristic) whilst engaging with the Council.

5.0 Health and safety governance and assurance

- 5.1 The Council employs a mature governance structure supported by an assurance methodology based upon the Institute of Internal Auditors (IIA) 'Three Lines' model⁶.
- 5.2 A formal structure (framework) of committees is in place that governs how the Council operates safely - reflecting the vision, aspiration, community objectives/ambitions and decisions of elected members, supported by the chief executive officer and directors. Health and safety issues are raised, discussed/consulted upon and escalated to the Council Health and Safety Group, where required.

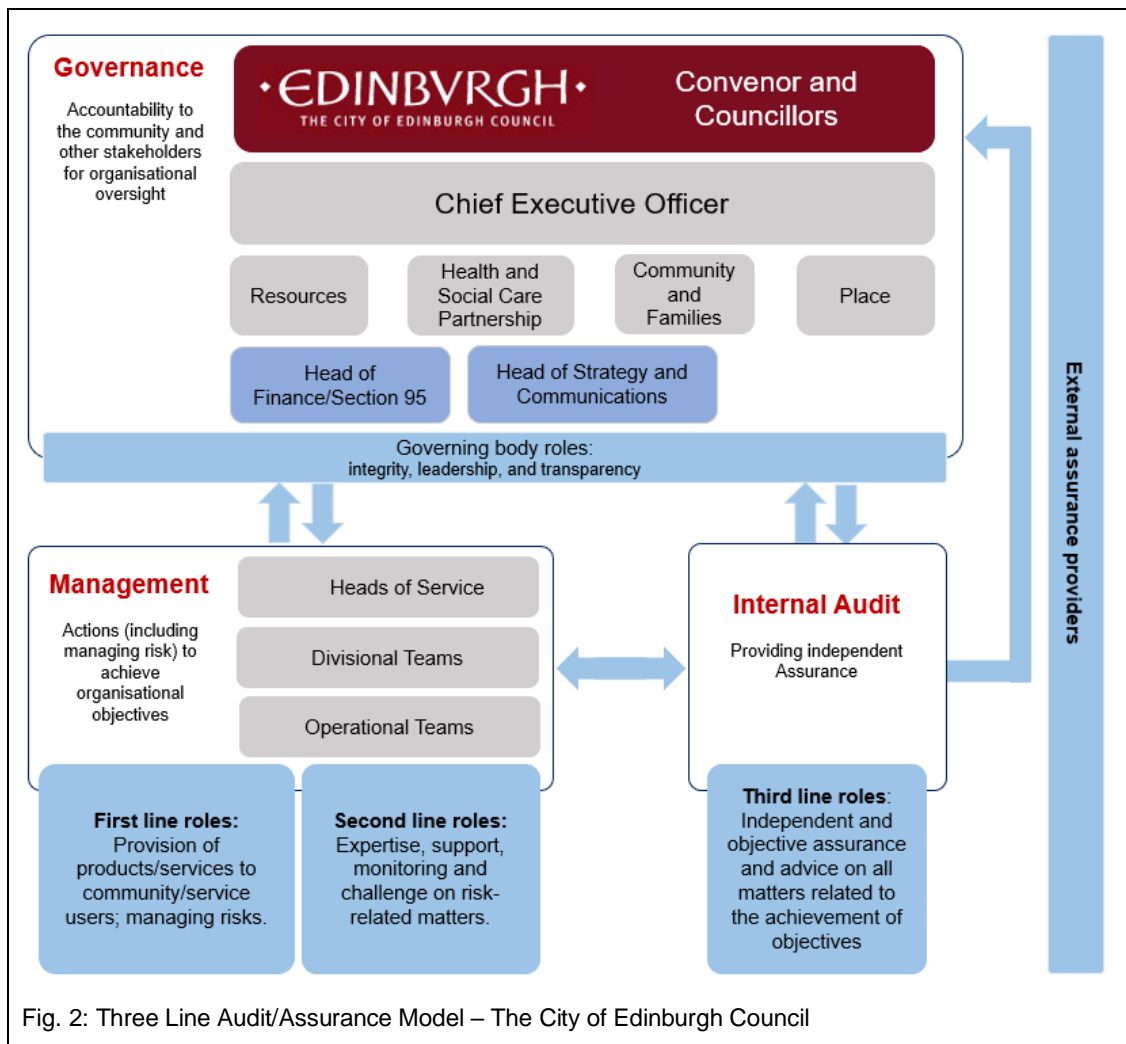


- 5.3 The groups forming the 'Three Line' assurance methodology within the Council are interdependent upon each other. In this model, **management's responsibility** is to achieve organisational aims and objectives, planning and directing service activity for both first and second line roles.
- **Line one roles** [doers] are most directly aligned with the delivery of services to the community and internally to other service users. These roles maintain the responsibility for managing operational risk – controlling the risk they create.
 - **Line two roles** [helpers] support line one roles by maintaining policies, frameworks and providing assurance, assistance and support with managing

⁶ The IIA's 'Three Line' Model (updated), Institute of Internal Auditors (Global) July 2020 Link (accessed 31.08.2020)

risk. Some second line roles may be specialist to provide complimentary expertise or may focus on specific provisions such as compliance with laws, information and technology, etc. First and second line roles may be distinct or blended.

- **Line three roles** [checkers] provide independent, objective, internal and external assurance and advice on the adequacy and effectiveness of governance and risk management, through the competent application of systematic and disciplined processes, expertise, and insight. It reports its findings to management and the governing body.



5.4 Council Health and Safety Group

The Council health and safety group is chaired by the Chief Executive Officer or a nominated deputy. The purpose of this group is to;

- review and recommend (or otherwise) the Policy, and the risk appetite statement and tolerances for approval;
- approve the Council health and safety strategy;
- provide oversight for health and safety across the Council; and
- monitor health and safety performance and compliance with the Policy, directing action where required.

5.5 Council Health and Safety Group Members

Council health and safety group members who represent a service area are individually responsible for:

- a) promoting visible commitment to the health and safety agenda;
- b) leading the implementation of the Policy in their service area;
- c) incorporating Council health and safety strategy, relevant deliverables, key performance (quality) indicators and targets into service area plans, where appropriate;
- d) ensuring decisions and actions from the Council health and safety group are cascaded to their senior management team;
- e) ensuring that their senior management team is updated on health and safety performance and risks/issues in their service area;
- f) reporting health and safety performance and risks/issues to the Council health and safety group, on a quarterly basis; and
- g) ensuring that the Council health and safety group is provided with all necessary health and safety information, to enable it to fulfil its remit.

5.6 Employee Participation

The Council recognises the importance of joint consultation with recognised trade unions, and the valuable input of safety representatives in the Council health and safety consultation forum to promote health and safety.

The remit of employees on the Council health and safety consultation forum:

- a) to reflect and communicate their member's health and safety concerns; discharging their roles, as defined in the appropriate safety representative legislation;
- b) to promote a low tolerance approach to health and safety risks;
- c) to consider, review and make recommendations to the corporate health and safety manager and/or Council health and safety group on health and safety matters;
- d) to assist in the development of Council policy, procedures and guidance on matters relating to health and safety at work; and
- e) to raise awareness of Council health and safety initiatives.

6.0 Implementation

6.1 This Policy supersedes the Corporate Health and Safety Policy dated 2017.

6.2 Implementation will be effective from 01 Dec 2020.

7.0 Integrated Impact Assessment

7.1 This policy has been assessed as beneficial to employees and the community with no negative integrated risk impact.

8.0 Risk assessment

8.1 Failure to adopt this policy and contents carry the following risks;

- a) non-compliance with United Kingdom health and safety legislation and Health and Safety Executive approved codes of practice potentially leading to criminal and civil litigation;
- b) failure to:
 - secure employees' health, safety and welfare at work;
 - protect non-employees against the health and safety risks arising from work activities; and
 - control the keeping and use of explosive or highly flammable or dangerous substances; and
- c) exposing employees and the community to unsafe services potentially leading to serious injury and /or death.

9.0 Review

- 9.1 In line with the Council's Policy Framework this policy will be reviewed every three years or more frequently if required if legislation or best practice materially changes.

Policy and Sustainability Committee

10:00am, Tuesday, 1 December 2020

Council Smoke Free Policy

Executive/routine	Routine
Wards	
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee approves the revised Smoke Free Policy.

Stephen S. Moir

Executive Director of Resources

Contact: Robert H. Allan, Council Health and Safety Manager

Legal and Risk Division, Resources Directorate

E-mail: robert.allan@edinburgh.gov.uk | Tel: 07784360862

Council Smoke Free Policy

2. Executive summary

- 2.1 This revised policy reconfirms the position of the City of Edinburgh Council with regards smoke free workplaces but also inserts updated guidance and resources for those employees who may be seeking to stop smoking.

3. Background

- 3.1 The Smoking, Health and Social Care (Scotland) Act 2005 banned smoking in public places, including workplaces and work-related vehicles, to protect people from the health risks of passive smoking.
- 3.2 Local Authorities are responsible for ensuring that all their enclosed or substantially enclosed premises are smoke free; maintaining a safe, healthy working environment; protecting the health of clients, staff, visitors and contractors from hazardous environments; and making sure that staff understand their responsibilities to take reasonable care of the health and safety of themselves and others. This restriction also applies to vehicles used on Council business.
- 3.3 The 2013 the Scottish Government document 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland' called for Local Authorities to extend smoking restrictions to surrounding grounds, and outdoor areas within their jurisdiction, focusing on areas frequented by children. The aim of the National Strategy is based on evidence that an effectively implemented Smoke Free Policy shows good leadership and demonstrates an exemplar role in supporting the public health of local communities in relation to preventable diseases and ill health caused by smoking.
- 3.4 Nicotine Vapour Products (NVPs) is the name given to electronic cigarettes and all related equipment, including liquids, in Scotland. With the proliferation of these products, the [Health \(Tobacco, Nicotine etc. and Care\) \(Scotland\) Act 2016](#) was introduced which brought in new rules for the purchase and supply of vapour products¹. It is widely accepted that electronic cigarettes are less harmful than tobacco products and that while not risk-free, current evidence suggests that the

¹ Came into force 01 April 2017.

risks are reduced. Smokers should be encouraged to quit smoking altogether or, if they choose, to use electronic cigarettes as a stepping stone to quit completely.

- 3.5 'Healthy Working Lives' (part of Public Health Scotland) issued further guidance² for workplaces with useful self-help resources, including translation services.

4. Main report

- 4.1 This report confirms the existing policy and inserts new resources and translation facilities for employees seeking to stop smoking.

5. Next steps

- 5.1 This revised policy will be brought to the attention of all employees along with support advertising to promote those who want to stop smoking.
- 5.2 This Policy will be reviewed every three years or when legislation, NHS smoking cessation support services or best practice materially changes. The next review is scheduled for December 2023.

6. Financial impact

- 6.1 There will be an additional cost to provide health promotion activities focusing on a smoke free working environment and smoking cessation in the region of approximately £5,000. Additionally, supporting employees who wish to stop smoking to attend classes, where possible, will impact on staff costs – this is an uncertain cost at this time but should be held within existing budgets.

7. Stakeholder/community impact

- 7.1 By adopting this policy, the Council will be exemplifying the Scottish Government's national smoke free ambitions whilst ensuring, as far as is reasonably practical, that employees, service users, contractors and visitors have a right to work in or visit Council premises/vehicles³ without being exposed to tobacco smoke.
- 7.2 Widespread community protection from the disease risks associated with tobacco smoke.
- 7.3 Healthier communities as smokers take the opportunity provided by smoke-free workplaces and public places as an opportunity to stop smoking.

² 'Supporting a smoke-free working environment', 6707 03/2019 © NHS Health Scotland 2019 ([Link](#))

³ Any vehicle used on council business.

- 7.4 A more efficient workforce as sickness absence rates diminish over time as the prevalence of acute degenerative tobacco related disease falls, and a reduction in associated health care and treatment costs.
- 7.5 A workforce that is treated more equitably regardless of their working environment.
- 7.6 A wide range of organisational benefits, including a more productive workforce, improvements in staff morale and working relationships and an improved environment for clients, service users and patients.
- 7.7 Trade Union colleagues were consulted on the Policy and have fed comments into the draft recommended to be approved.

8. Background reading/external references

8.1 Accessible online resources:

- [The Smoking, Health and Social Care \(Scotland\) Act 2005, \(accessed 18.09.2020\), Legislation and Guide](#) .
- [The Prohibition of Smoking in Certain Premises \(Scotland\) Regulations 2006, Legislation and Guide](#) (regulations and executive note accessed 25.08.2020).
- The [Health \(Tobacco, Nicotine etc. and Care\) \(Scotland\) Act 2016, Legislation](#), and [Guide](#) (accessed 25.08.2020).
- [Review of 'The 2013 the Scottish Government document 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland' Document'\(accessed 14.09.2020\).](#)
- ['Smoke-free local authority implementation guidance' \(COSLA Approved\). 5976 1/2017 © NHS Scotland 2017, Document.](#)
- [Supporting a smoke-free working environment, Healthy Working Lives, Public Health Scotland 2019, Guide \(accessed 18.09.2020\).](#)

9. Appendices

9.1 Appendix 1 - The City of Edinburgh Council Smoke Free Policy 2020-23

Council Smoke Free Policy

Implementation date: 01 December 2020

Control schedule

Approved by	Policy and Sustainability Committee
Approval date	01.12.2020
Senior Responsible Officer	Dr Stephen S. Moir, Executive Director of Resources
Author	Robert H. Allan, Council Health and Safety Manager
Scheduled for review	December 2023

Version Control

Version	Date	Author	Comment
0.1	June 2015	Ron Young	
0.2	August 2015	Susan N. Tannahill	Scope extended to include contractors; scope of Nicotine Delivery Devices clarified; clarification on scope of external areas to be designated as smoke free.
0.3	Dec 2020	Robert H. Allan	Document revision inserting latest Scottish Government and Public Health Scotland information and resources.

Subsequent committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
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Council Smoke Free Policy

1.0 Foreword

- 1.1 It is widely recognised that smoking is the largest single cause of serious ill health and premature death in Scotland. Similarly, the health effects of people breathing in other people's tobacco smoke, i.e. secondhand smoking (SHS), has emerged as an important, national, health concern.
- 1.2 The City of Edinburgh Council (Council) elected members fully recognise their role in exemplifying Scotland's smoke free ambitions and that they have a duty to ensure, as far as is reasonably practical, that employees, service users, contractors and visitors have a right to work in or visit Council premises/vehicles¹ without being exposed to tobacco smoke.
- 1.3 This Policy sets out how the Council will maintain a completely smoke-free environment and the support staff can expect if they wish to stop smoking.

2.0 Scope

- 2.1 This policy applies to all persons who work in or visit Council operated premises/buildings (including tent, marquee or stall), sites and vehicles (defined in greater detail below). For the purposes of this Policy, the definition of smoking includes all tobacco-based products as well as Nicotine Vapour Products (electronic cigarettes) regardless of their contents.

3.0 Policy aims

- 3.1 The aims of this policy are to:
 - a) comply with current Scottish smoke free legislation, namely the Smoking, Health and Social Care (Scotland) Act 2005, the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 and the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016;
 - b) support the 2013 Scottish Government recommendation that Local Authorities consider scope for extending smoking restrictions to outdoor areas within their jurisdiction (including within vehicles parked on the grounds of Council property);
 - c) promote the health of all employees by means of discussion and support on key issues surrounding smoking, and encouraging/supporting employees who currently smoke to change their smoking behaviour;
 - d) reduce the risks associated with SHS by prohibiting smoking in all Council owned premises, and designated outdoor areas within their jurisdiction;
 - e) to prohibit smoking in any Council owned or hired fleet vehicle; and

¹ Any vehicle used on council business.

- f) whilst private cars are exempt under the legislation, confirm that smoking shall not be permitted in privately owned or leased cars during authorised journeys on Council business.

4.0 Operating the policy

- 4.1 Executive Directors will be responsible for implementing, operating and monitoring this policy in respect of all Council workplaces and vehicles used on Council business that fall within their control, including supporting smoking restrictions in designated outdoor areas.
- 4.2 Executive Directors shall ensure that all employees are:
- a) informed of the policy and how it will be implemented and applied;
 - b) informed that failing to adhere to the controls set out in the policy will be viewed seriously and will be dealt with in accordance with the Council's Disciplinary Procedures; and
 - c) reminded that unauthorised absence from work (e.g. leaving the workplace without permission for smoking or other purposes) is viewed as misconduct;
- 4.3 Additionally, Executive Directors shall ensure that:
- a) all potential employees are informed of the non-smoking obligations which will be placed on them should they be offered employment with the Council (e.g. job information packs and selection interview);
 - b) no-smoking signs are prominently displayed in:
 - all Council premises that are affected by the smoking restrictions, so that they can be seen by people in the premises and approaching the premises
 - outdoor areas where smoking restrictions apply, i.e. surrounding areas of Council premises including entrances, car parks, playgrounds and courtyards within the boundary of Council premises;
 - other outdoor areas within the Council's jurisdiction likely to be frequented by children such as play parks. Smoking restrictions may also be applied at outdoor family events organised by the Council
 - all Council owned or hired fleet vehicles
 - c) managers take the appropriate action if any cases of persons smoking are reported to them (e.g. reminding employees of the content of this policy); and
 - d) managers maintain suitable records as appropriate to demonstrate compliance with the legislation (e.g. record of complaints and action taken).

5.0 Employee responsibilities

- 5.1 In line with the City of Edinburgh Council Health and Safety Policy, all employees are reminded of their responsibilities to act in the course of their employment with due care for their own safety and welfare and that of others who could be affected by their acts or omissions.

- 5.2 It is the responsibility of employees who smoke to adhere to the controls set out in this policy and Scottish smoke free legislation.
- 5.3 Failure to comply with the law is a criminal offence and employees will be individually liable for any penalty that may result. Additionally, the Council may instigate internal disciplinary action against any employee in contravention of law and/or this policy.

6.0 Promoting health – smoking cessation

- 6.1 The Council is committed to promoting the health of all employees regardless of whether they work indoors or outdoors and will seek to work in partnership with health professionals in encouraging and supporting employees who currently smoke to change their smoking behaviour.
- 6.2 The Council will seek to ensure that employees are provided with support by:
- a) making available, on request, general information regarding health and smoking, including sources of help, for employees who wish to reduce or stop smoking; and
 - b) working with health partners for the provision of voluntary smoking cessation help, encouraging employees who wish to stop smoking to access group or one to one support sessions where these are considered appropriate. Where operationally possible, the Council may allow staff to attend such support during working hours (see appendix 1, or contact Corporate Health and Safety, for further information on smoking cessation and the support services available).

7.0 Visitors to Council premises and sites

- 7.1 Visitors, including contractors, will be required to conform to the smoking controls applying to employees.
- 7.2 Anyone found smoking will be informed that they may be committing an offence and will be asked to extinguish their smoking material immediately or leave the premises. Similarly, persons using NVPs, irrespective of contents, shall be required to cease or to leave the premises.

8.0 Special arrangements/exemptions²

8.1 Meetings and Events

Any organisation or person granted the use of Council premises for meetings or events will be informed that smoking is not permitted in any part of the building.

² The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 (SCHEDULE 2 – Exemptions).

8.2 Residential Adult Care Homes/Hospices

Residential Care Homes are regarded as being the homes of those residents there. In these special circumstances the legislation allows for the provision of a specific room(s) to be designated as places where residents can smoke. Such rooms must be adequately ventilated with appropriate signs 'for resident use only'.

8.3 Day Care Centres

In accordance with the legislation, there is no provision for smoking rooms in Day Care Centres. Therefore, clients attending such centres will be informed that smoking is not permitted in any part of the building.

8.4 Community Education Centres

In the case of Community Education Centres, the Management Committees will need to adopt the position that smoking will not be permitted, in compliance with the legislation.

9.0 Working in the community

9.1 It is recognised that a significant number of employees work away from Council premises, providing services to people in their own homes that are not covered by the legislation, or in other indoor workplaces where the Council does not have control.

9.2 Strong consideration and an agreed approach should be given to the exposure of health and social care staff to SHS in clients' homes. Managers will need to apply the principles of risk management when assessing and controlling the risks to employees, to ensure that an appropriate level of service continues to be provided.

9.3 It is likely that, if asked, a client will stop smoking (or vaping) upon request, however in the circumstances where a client may not adhere to this request the risk management process should include consideration of the following:

- educating the client/service user in relation to the potential harm that SHS can cause to Council staff visiting and everyone else who enters the home;
- discussion with the client/service-user around what can be done in relation to reducing SHS concentrations – such as not smoking during a visit, reduction in smoking prior to the visit, etc.;
- ensuring staff at risk (such as people with asthma, those at risk of heart/lung conditions, pregnant staff, etc.) are not exposed to SHS in their work;
- where SHS concentrations cannot be reduced, limiting the amount of time spent in the home and accessing areas where SHS concentrations are lower; and/or
- consider staff rotation so no one member of staff is repeatedly exposed to SHS within the same home.

If the mitigation measures above cannot be achieved, or are deviated from after assessment, the member of staff has the right to withdraw from the premises if they believe there is a risk to their health. This should be reported to the line manager who will take the appropriate actions.

10.0 Integrated Impact Assessment

10.1 This policy has been assessed as beneficial to employees and the community with no negative risk impact.

11.0 Risk assessment

11.1 Failure to adopt this policy and contents carry the following risks;

- non-compliance with legislation and significant reputational damage,
- deviation from Scottish Government national smoke free ambitions, and
- increased risk of ill health to employees and the community.

12.0 Review

12.1 This Policy will be reviewed every three years or when legislation, NHS smoking cessation support services or best practice materially changes.

13.0 Appendices

13.1 Appendix 1

Current precis information from various health providers and resources.

13.2 Appendix 2

Smoke-free local authority implementation guidance © NHS Health Scotland 2017.

There are several health organisations based in Scotland that can offer support for smoking cessation. These can be accessed online or by telephone. If operationally possible Council managers will support staff by allowing time to attend these classes.

Healthy Working Lives

You can download guidance on supporting a smoke free environment. The site also explains the benefits of being smoke-free (Click on Images).



Quit your way Scotland

is an advice and support service for anyone trying to stop smoking in Scotland. **Call free on 0800 84 84 84** or try webchat via the website: www.quityourway.scot

This resource may also be made available on request in the following formats:



☎ 0131 314 5300

✉ nhs.healthscotland-alternativeformats@nhs.net

Further resources from the NHS

Local help

Scotland's free and friendly local stop smoking services can hugely increase your chances of having a successful quit attempt and staying stopped for good. Wherever you stay in Scotland you can get help. The NHS provides pharmacy and local specialist stop smoking services.

Your stop smoking advisor

Smoking cessation advisors are there to help you to stop smoking for good. With their help and support, together with the right stop smoking medication, you will be giving yourself the best chance of stopping.

They'll work with you during a series of planned sessions. In these discussions you'll talk about setting a quit date and how to take smoking out of your daily routine.

My quit plan

Quitting is tough, but being prepared boosts your chances of success. Build a quit plan to get ready and find out what to expect along the way. Complete 7 easy steps to create your own personalised quit plan by clicking [My Quit Plan](#). You can download, print, and add your quit plan to your online calendars.



(Click on Images and bold text)

Request a quit pack

For further information do not hesitate to contact the Corporate Health and Safety e mail account.


Healthandsafety@edinburgh.gov.uk



Smoke-free local authority implementation guidance

This resource may also be made available on request in the following formats:



 **0131 314 5300**

 **nhs.healthscotland-alternativeformats@nhs.net**

This guidance has been produced in partnership by NHS Health Scotland, Convention of Scottish Local Authorities (COSLA) and members of the national smoke-free local authority group which included local authority, NHS and Scottish Government representation

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Background and context

In 2013 the Scottish Government launched a five-year tobacco control strategy – [Creating a Tobacco-Free Generation](#) – with a series of actions aimed at achieving smoke-free status (less than 5% of the population as smokers) by 2034.

Tobacco control policies have impacted on adult smoking rates in Scotland, with a drop in smoking from 30.7% in 1999 to 21% (23% of men, 21% of women) in 2015.¹ Tobacco causes premature death and disability across the entire life course, from stillbirth and infant mortality, to respiratory diseases in childhood, to increased infectious and non-communicable diseases in adulthood.²

Tobacco is a leading contributing cause of overall health inequalities in Scotland – one in three (35%) adults in the 20% most deprived areas in Scotland smoke cigarettes, which is significantly higher than 11% of those in the 20% least deprived areas.¹

The strategy sets out actions across the following themes:

- *Prevention* – creating an environment where young people choose not to smoke
- *Protection* – protecting people from second-hand smoke and smoking behaviour
- *Cessation* – helping people to quit smoking

The strategy sets out a number of key actions for local authorities and partners, which includes the action that: 'All local authorities should implement fully smoke-free policies across their properties and surrounding grounds by 2015, including setting out appropriate enforcement measures. Opportunities to extend smoke-free policies to other outdoor areas should be included in local tobacco control plans in support of Single Outcome Agreements (SOAs).'³

¹ Scotland's People Annual Report: Results from 2014 Scottish Household Survey, Scottish Government, Edinburgh, August 2015. Available at www.gov.scot/Publications/2015/08/3720/9

² Tobacco and Inequities: *Guidance for addressing inequities in Tobacco-related harm*, World Health Organization, Copenhagen 2014.

³ Scottish Government (2013) *Creating a Tobacco-Free Generation* – A Tobacco Control Strategy for Scotland. Edinburgh: The Scottish Government; 2013. Available at www.scotland.gov.uk/Resource/0041/00417331.pdf

It was acknowledged in the strategy that realising the aspiration of a smoke-free Scotland requires local partnerships to develop their own approaches at a pace determined by local circumstances and priorities. In January 2013, Convention of Scottish Local Authorities (COSLA) leaders endorsed the Tobacco Control Strategy.

Local authorities have a duty of care to protect the health of, and promote healthy behaviour among, people who use, or work in, their services. The implementation of smoke-free policies reduces opportunities to smoke, supports those who wish to give up smoking, reduces exposure to second-hand smoke, and helps to change social norms by reducing the visibility of smoking.

Purpose of this guidance

This guidance is intended to support local councils to develop and implement their smoke-free policies across local authority owned and operated sites and to extend smoke-free areas in support of local planning. The guidance aims to give a practical focus for implementing smoke-free buildings and grounds and outlines the responsibilities of local authority partners.

Further complementary guidance **for employers** has been developed by the Society of Personnel and Development Scotland (SPDS) in partnership with COSLA, which is available at <http://employers.cosla.gov.uk/> [log in details required, contact COSLA].

The national tobacco control strategy similarly required all NHS Health Boards, including NHS National Boards, to implement and enforce smoke-free policies across their properties and surrounding grounds by 31 March 2015. There are therefore opportunities for public sector partners to work together, to share learning, and to ensure consistency and cooperation across Scotland.

This guidance draws on existing national NHS smoke-free guidance and is also intended to be useful to other public sector partners in their implementation of the tobacco control strategy.

Principles underpinning the drive for smoke-free local authorities

The key principles that support the drive for smoke-free local authorities to contribute to the vision of a smoke-free generation by 2034 in Scotland are:

- The importance of local authorities as exemplars in the adoption of smoke-free policies and grounds.
- The provision of a healthy smoke-free environment for members of the public and especially children, customers, visitors, elected members and employees.
- Recognition of the harm caused by second-hand smoke.
- The key role of local authorities in ensuring smoking behaviours become a less visible, less attractive practice, thus supporting collective cross-sector efforts to reduce the number of people smoking.
- The need for local authorities with premises that are co-located, or are part of shared sites, with other public sector organisations to develop a common approach to smoke-free areas. Staff will be governed by their employing organisation's policy.
- Applying a universal approach to smoke-free areas, with a particular focus on priority areas and populations such as children and young people, will have the greatest impact on reducing health inequalities. Integrating tobacco control activities with local plans can ensure local priorities, target population groups and approaches are developed in partnership.
- A commitment to signpost people who wish to quit smoking to local NHS stop-smoking services – which are provided free of charge (see Appendix A for details).

To support implementation of smoke-free grounds, a short-life working group, with partners from Scottish Government, COSLA, local authority and NHS, worked together to develop this guidance and reported on progress to the Health & Wellbeing Executive Group of COSLA. This guidance document is intended to provide access to information to support local authorities in the development of local tobacco control policies.

Legislative and policy drivers

Legislation

Scotland is seen as a world leader in legislating and implementing effective tobacco control policies. In particular these policies include:

- the Smoking, Health and Social Care (Scotland) Act 2005, legislated to ban smoking in enclosed premises, workplaces and work vehicles
- legislation to increase the age of sale of tobacco from 16 to 18
- new restrictions on the sale and display of tobacco products
- the first tobacco retail register in the UK.

At the time of writing, two Bills have recently been passed in the Scottish Parliament and one piece of UK legislation. The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 places new controls on the sale and promotion of e-cigarettes including measures to prevent access to e-cigarettes by children and young people under the age of 18, bringing them in line with other age-restricted goods such as tobacco and alcohol. It also covers smoking on NHS grounds. Regulation to support the Act will be produced during 2017 and enacted in late 2017.

The Smoking Prohibition (Children in Motor Vehicles) (Scotland) Act came into force on 5 December 2016, and bans smoking in private vehicles when children under the age of 18 are present. Local authorities and Police Scotland are responsible for its enforcement.⁴

The [EU Tobacco Products Directive](#) came into force in May 2016. This is domestic legislation to harmonise and implement legislation across the EU. It covers the standardisation of tobacco products packs and is also known as plain packaging. All cigarettes and rolling tobacco must be sold in standardised packaging with graphic health warnings, which will cover 65% of both the front and back of tobacco and related products packs. The directive also regulates e-cigarettes and other nicotine vapour products (NVPs).

⁴ Scottish Parliament (2015) Smoking Prohibition (Children in Motor Vehicles) (Scotland) Bill (Available at: www.scottish.parliament.uk/parliamentarybusiness/CurrentCommittees/88923.aspx)

Update on smoke-free NHS grounds

Health (Tobacco, Nicotine etc. and Care) (Scotland) Bill (2016) was passed by the Scottish Parliament on 3 March 2016 and covers smoking outside hospitals.

A summary of its main points are:

- Powers for Scottish Ministers to designate no-smoking areas around certain buildings on certain NHS hospital grounds and provide for related duties, offences and penalties.
- An offence of permitting others to smoke outside hospital buildings.
- An offence of smoking outside hospital buildings.
- A duty on Health Boards to display warning notices in hospital buildings and on hospital grounds.
- Defining the meaning of 'no-smoking area outside a hospital building'; it is bounded by a perimeter of a specified distance from the building (within the hospital grounds).
- An authorised officer of a local authority, for the area in which the hospitals falls, has power to enter and search hospital grounds, and to require identification from an accused person or a person with information about offences.

Scottish Government has begun consulting with local authorities on enforcement and will shortly engage with NHS Boards on the perimeter and exemptions for secondary legislation which will be enacted in late 2017.

Policy drivers

There are a number of policy drivers that the implementation and extension of smoke-free areas support:

- The Scottish Government's tobacco control strategy – *Creating a Tobacco-Free Generation*
- National Health & Wellbeing Outcomes – There are a number of National Health & Wellbeing Outcomes⁵ which are supported by protecting people from exposure to second-hand smoke; supporting efforts to decrease smoking rates and uptake and to improve health, particularly among those with greater need. ASH Scotland have developed an illustrative guide on how action on tobacco can deliver on Health and Social Care Partnership outcomes:

www.ashscotland.org.uk/media/7536/HSCP_Tobacco_Control_Guidance.pdf

⁵ See www.gov.scot/Topics/Health/Policy/Adult-Health-SocialCare-Integration/Outcomes

- Single Outcome Agreements – The review of Single Outcome Agreements (SOAs) in 2013 has:

- put in place the building blocks for community planning to work more effectively
- created an appetite across local and national government for that process to be at the heart of public sector reform
- set out the characteristics that partners and government need to exemplify
- significantly raised expectations about what might be achieved as a result.

The expectation is that all partners – local authorities, the NHS, public bodies, third sector, businesses and communities – rise to the challenges set out and deliver a step change in how they work together and commit to decision-making and resource allocation.

The development and implementation of SOAs as a shared ‘plan for place’ in each Community Planning Partnership (CPP) area is one element in giving practical expression to that process. The review set out SOA guidance for CPPs and their partners that build on existing SOAs as an already familiar part of the outcomes landscape for local authorities, but which establish a strong collective responsibility for planning, resourcing, and prioritising of outcomes across all partners. Local tobacco control plans should embrace these principles in setting out how they will interact with other health improvement work to support CPPs to reduce health inequalities.

Extending smoke-free policies to other outdoor areas beyond local authority grounds can further support local SOAs. Local review of SOAs priorities can include considering opportunities to prevent children and young people’s exposure to smoking behaviours, to protect people from exposure to second-hand smoke, and to support people to stop smoking.

Implementing smoke-free grounds will support local authorities in their contribution to tackling health inequalities. It is an important step in changing the culture of tobacco use in our society.

Within education, work to implement and extend smoke-free areas supports Getting it Right for Every Child (GIRFEC) and Curriculum for Excellence by enhancing efforts to maintain, promote and protect the health and wellbeing of every child.⁶

⁶ Scottish Government Getting it Right for Every Child (GIRFEC) Webpages (see: www.gov.scot/Topics/People/Young-People/gettingitright)

ASH Scotland have developed a [Charter for a Tobacco-Free Generation](#) that includes six principles for ensuring achievement of a tobacco-free generation. These are that:

1. every baby should be born free from the harmful effects of tobacco
2. children have a particular need for a smoke-free environment
3. all children should play, learn and socialise in places that are free from tobacco
4. every child has the right to effective education that equips them to make informed positive choices on tobacco and health
5. all young people should be protected from commercial interests which profit from recruiting new smokers
6. any young person who smokes should be offered accessible support to help them to become tobacco-free.

Local authorities may wish to consider signing up to the Charter and its supporting actions, within local tobacco control strategies. Supporting partners include Royal Environmental Institute of Scotland (REHIS), Scottish Government, NHS Health Scotland, Aberlour and Children in Scotland.

Scope of guidance

This overarching guidance is to support local authorities with the implementation of smoke-free areas across their buildings and surrounding grounds. The following areas are all to be considered within the scope of the guidance, with some being implemented in the short-term. It is acknowledged that for other areas and settings the achievement of smoke-free grounds will be a longer-term aim.

- Schools, playgrounds, nurseries and day centres – there is an implicit expectation that school grounds are included within local smoke-free policies
- Playparks, parks
- Local authority premises and grounds, including venues for hire⁷ and private vehicles parked on Council grounds
- Shared local authority and NHS sites
- Commissioned services

⁷ Where events and buildings are revenue generating, there may be concerns over how the implementation of smoke-free grounds could impact on potential private bookings or hires. Organisations should consider the benefit of being smoke-free and work towards the vision of a smoke-free Scotland; however, each local area or venue should decide how they will approach this. Consideration should therefore be given clearly, outlining the local smoke-free policy in any agreements and contracts relating to private bookings or hires.

- Local authority funded events, particularly those marketed as family friendly, such as Christmas events, local food markets and so on.

This is not an exhaustive list and each local authority should identify other areas to be included.

Settings for children and young people

To support the extension of smoke-free environments and to encourage young people not to start smoking, a consistent policy should be developed across children and young people's spaces and services. During contact with service-users and their families/carers, local authorities should provide clear information and advice about their smoke-free policy. This should include explicit mention of the local authority's smoke-free policy on all written communication prior to residential admission and discussion of options either for quitting or managing their nicotine addiction while they are in residential accommodation.

Settings/services and vulnerable groups which should be considered include:

- Schools, nurseries and day centres
- Residential service-users and visitors
- Vulnerable young people
- People with learning disabilities
- Family centres
- Respite carers
- Commissioned services, for example:
 - LAAC residential units – ASH Scotland have produced a smoke-free policy for looked-after and accommodated children and young people:
www.ashscotland.org.uk/media/483620/final-lac-tobacco-policy-1014-new-logo.pdf
 - Young offender accommodation.

Consideration should be given to the possibility of unintended consequences resulting from smoke-free policies. In particular LAAC residential units where young people may leave the grounds to smoke, and the impact of smoke-free policies on the recruitment of potential foster families and kinship carers.

ASH Scotland's web pages on [Children, Young People and Tobacco](#) have links and resources to help support those working with young people to make positive and healthy choices on tobacco.

Who is this guidance for?

This guidance applies to all local authority staff, and elected members who, as part of an exemplar public sector organisation, all have an important role as leaders, supporters, implementers and observers of successful smoke-free policies. Additionally it outlines what service users and members of the public should expect from their local authority area's smoke-free policy. This guidance is complemented by SPDS's Smoke-free Workplaces Guidance for Employers which is available at <http://employers.cosla.gov.uk/> [log in details required].

Within this guidance there are clear responsibilities for:

- Council leader / elected members – to provide strong leadership, model appropriate behaviour and provide clear communication during the development and ongoing implementation of smoke-free policies.
- Local authority senior management teams – to provide communication on the development, implementation and adherence of smoke-free policies; to support staff in knowing how to maintain a smoke-free environment and how to respond in the event of non-compliance or negative responses; and to support staff who wish to address their own smoking behaviour.
- All local authority staff – to adhere to local smoke-free policies and to support implementation of said policies.
- Existing clients and service-users – all clients and service-users should receive clear verbal and written information from a person in the organisation known to them about the smoke-free policy before their attendance.
- Prospective clients and visitors – prospective clients and visitors should receive written information from the organisation about the smoke-free policy, and local authority correspondence could be branded smoke-free with relevant messaging. Where they are being admitted to a local authority service, correspondence should be sent in a timely manner to allow them to address their own smoking behaviour and access stop-smoking services if they want to.
- Prospective customers, volunteers and people on work placements.
- Contractors working for local authority commissioned services (potentially through service level agreements).

E-cigarettes

E-cigarette evidence

E-cigarettes have developed relatively recently. They are consumer products which offer an alternative to tobacco products. There is ongoing debate about the safety of e-cigarettes and their potential role as an aid for quitting tobacco. The general consensus, as recently reflected in a review of evidence commissioned by Public Health England (McNeil et al., 2015) and position statements by [NHS Health Scotland](#) and the Scottish Directors of Public Health, is that:

- these products are much less harmful than tobacco but are not risk-free
- they should not be used by non-smokers, particularly young people
- e-cigarettes may have benefits for current smokers if they use them as a full replacement for tobacco
- more evidence is needed on the long-term benefits.

E-cigarette regulation

Under the revised EU Tobacco Products Directive (TPD) which came into force in May 2016, e-cigarettes are regulated as consumer products unless the manufacturer chooses to seek a medicinal licence. The EU regulations ensure that e-cigarettes sold as consumer products are subject to various criteria regarding the quality and safety of e-cigarette devices and refills, maximum nicotine strength, size of nicotine-liquid containers, such containers being tamper-proof, packaging labelling, and advertising and promotional restrictions.

Scottish Government legislation

Once the Health (Tobacco, Nicotine etc. and Care) (Scotland) Bill is enacted it will regulate the sale and promotion of these products to children and young people, making it an offence to sell an e-cigarette to someone under the age of 18. There will also be a range of other measures to regulate the sale and domestic marketing of these products. The intention is to build on the EU TPD to achieve a comprehensive ban on all advertising of e-cigarettes with the exception of most point of sale advertising.

As previously stated e-cigarettes are far less harmful than tobacco, if used exclusively instead of tobacco, and can aid smokers to stop smoking and become smoke-free, which not only benefits them but also those around them and wider society. Therefore there are particular considerations

around e-cigarettes that local authorities should give thought to and include when developing local smoke-free policies⁸:

- 1 Terminology – the use of smoking terminology should be avoided when referring to e-cigarettes. E-cigarette use is often known as ‘vaping’ and e-cigarettes users are often known as ‘vapers’. Make clear the distinction between vaping and smoking, and the evidence on the relative risks for users and bystanders.
- 2 Supporting smokers to stop smoking and stay smoke-free – an enabling approach may be appropriate in relation to vaping, to make it an easier choice than smoking.
- 3 Children and young people – e-cigarette use is not recommended for young people and legislation is in place to prohibit the sale of e-cigarettes to under-18s. However, in their role as aids to help adults quit smoking and stay smoke free, e-cigarettes can help reduce children and young people’s exposure to second-hand smoke and smoking-related behaviour, therefore any policy should balance the needs of guarding against potential youth uptake with the development of an environment where it is easier for adults not to smoke.

What do we mean by smoke-free?

This guidance uses a comprehensive definition of smoke-free which does not allow smoking anywhere on the premises, be that inside the buildings or in the grounds, including smoking in vehicles parked on Council grounds. Under the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006, smoking in vehicles used for business purposes is prohibited. These include light and heavy goods vehicles, and public transport such as taxis, buses, trains and ferries.

Smoke-free status in relation to NHS grounds includes the removal of any designated smoking areas and shelters in NHS operated buildings or grounds. Local authorities should give consideration to whether shelters should be retained for people who choose to vape.

⁸ Use of e-cigarettes in public places and workplaces: Advice to inform evidence-based policy, Public Health England, 2016

Responsibilities for Scottish local authorities

The principles underlying the implementation of smoke-free local authorities in Scotland align with the responsibilities Councils have to prepare for and enforce smoke-free local authority grounds. This responsibility extends to elected members, Chief Executives and senior managers in terms of providing leadership as visible endorsement to progress towards smoke-free local authorities.

Learning from the introduction of NHS smoke-free grounds indicates that where NHS organisations had consulted with staff and members of the public in the development of smoke-free policies, and there was clear communication well in advance of the 'go live' date for smoke-free grounds, there were fewer reported problems in the implementation of, and compliance with, smoke-free policies and grounds.

A number of actions require clear communication from senior leadership to support compliance and aid enforcement. These include:

- Develop, implement and ensure compliance with a comprehensive local authority-wide smoke-free policy regardless of the size, nature or number of sites.
- Communicate this policy to employees, visitors and the public. When appropriate, use contacts with service-users and public to ensure messages get across clearly and consistently.
- Local authorities have a duty of care to provide an environment free from the harms of tobacco. They should promote the shift to smoke-free as a positive public health message concerned with improving and protecting health.
- Strong consideration should be given to working with partner organisations to develop cross-organisational smoke-free policies. Where joint smoke-free policies are not in place, ensure that any partner organisations and their employees who share premises and/or grounds with the local authority are aware of and comply with the smoke-free policy.
- Ensure that Fire Safety and Health & Safety Officers actively promote the organisation's smoke-free policy routinely as part of their role and include it in their communication and training with employees and with external contractors.
- Where appropriate signpost and promote NHS stop-smoking services⁹ to both visitors and service users who wish to quit. Visit www.canstopsmoking.com

⁹ Local NHS stop-smoking services can be accessed by (1) Calling Smokeline on 0800 848484, (2) visiting www.canstopsmoking.com or (3) asking at any community pharmacy.

- Communicating widely about the removal of any smoking shelters prior to the 'go live' date, where it has been agreed that smoking shelters should be removed.
- Utilising appropriate local communication methods on an ongoing basis to ensure all employees are aware of the 'go live' date, such as local intranet, messages in pay slips, induction programmes, and so on.
- Ensure that all contractors, students and volunteers who use or work on sites are aware that the smoke-free policy applies to them.
- Ensure all staff are aware of their role in supporting culture and behaviour change to going smoke-free, embedding smoke-free messages and support signposting within contacts with service-users, and with a particular focus on vulnerable/priority groups.
- Consider providing visual references such as a site map to ensure everyone is aware of the smoke-free grounds' boundaries.
- Ensure adequate no-smoking signage is displayed.
- Ensure resources are available to support implementation and enforcement of smoke-free grounds and the ongoing support for service-users and visitors.
- Ensure tobacco policies include specific recommendations for staff when in uniform or wearing items which identify them as local authority staff.

Training for local authority staff

Local training providers, including the NHS and local third-sector agencies, can provide training to ensure staff have the skills and confidence required to raise awareness of a local authority's smoke-free policy and, where appropriate, to signpost to and promote local NHS stop-smoking services to service-users and visitors.

Visitors and service-users

It is recommended that existing clients/service-users should be alerted to the move to smoke-free grounds both in writing and verbally, by a staff member known to them, and that new clients/patients/service-users are alerted in writing a *few weeks before* attending.

Good communication and engagement with staff and members of the public at the development, pre- and post-implementation phases of smoke-free policy is critical to ensuring successful implementation. Feedback from NHS sites going smoke-free reported that areas where they gave plenty of lead-in time, engaged with staff and service-users in the development for plans for change and clearly communicated the change messages had more success with compliance.

Commissioned services

Commissioned services also have a role to play in ensuring smoke-free grounds and embedding a smoke-free culture and should be bound by local smoke-free policies. When commissioning or renewing services, adherence to smoke-free policies should be included within contract terms and conditions.

Responsibilities for local authority staff

The SPDS Guidance – Smoke Free Workplaces Guidance for Employers which is available at <http://employers.cosla.gov.uk/> [log in details required, contact COSLA] provides a reference for employers to support local authorities in the development of smoke-free policies.

Suggested responsibilities for local authority staff:

- Responsibility to know the 'go live' date and adhere to policy of smoke-free grounds.
- Responsibility to support clients/residents/members of the public, including conveying the key tobacco messages and benefits of quitting, access and referral to smoking cessation support.
- Responsibility of elected members, senior management teams and managers to include compliance with the tobacco policy into their regular activities.
- Responsibility not to smoke in uniform, in vehicles used for business purposes covered by legislation, and when wearing organisational identity badges.
- To recognise it is everyone's responsibility to help promote smoke-free grounds and to support clients, visitors and colleagues alike, including action to take in event of non-compliance or negative responses to smoking restrictions.
- Recognise that persistent disregard for the policy could result in disciplinary action through the agreed disciplinary procedures.
- Consider using NHS support services if they wish to stop smoking.
- Support and engage with any organisational initiatives aimed at improving the health and wellbeing of service-users.

Compliance and enforcement – upholding smoke-free grounds

See SPDS guidance for further guidance on enforcement.

As previously stated, local authorities through COSLA leaders have committed to progressing smoke-free policies across their properties and surrounding grounds as set out in *Creating a Tobacco-Free Generation*, the Scottish Government tobacco control strategy, launched in 2013.

No specific enforcement powers were extended directly to local authority employees; rather, the legislation affords powers to local authority enforcement officers through the use of fixed penalty notices for offenders who smoke inside local authority premises and vehicles. Furthermore, it will be evident that these enforcement officers are a finite resource.

The decision whether to encourage/instruct staff to challenge people smoking on local authority premises or sites will be a decision for local senior management teams and their respective local authorities to determine.

Signage and messaging

Signage and information on smoke-free buildings and grounds for staff and service-users is important. Local authorities should strive to have consistent messaging, in particular on shared sites – for example with NHS. Links could be made with the local NHS Board who will have already developed public messaging and appropriate signage.

Health and social care settings exemptions

There are other exemptions in the Smoking, Health and Social Care (Scotland) Act 2005, including the following premises, which may be the responsibility of the NHS, local authorities or care service providers, as follows:

- Designated rooms in adult care homes (an establishment providing a care home service exclusively for adults).
- Designated rooms in adult hospices (a hospice providing care exclusively for adults).

Similarly, the law also provides an exemption for adult care homes. There is no legal obligation on the proprietors of premises to which an exemption applies to provide designated areas for

smoking if they do not wish to do so. Circumstances will vary depending on the establishment and its location and configuration. However, due to the impact of second-hand smoke on non-smoking residents and on staff, adoption of indoor smoke-free premises wherever possible is actively encouraged, and ongoing consideration and review of policies to move towards smoke-free grounds should be maintained.

Exposure to second-hand smoke (SHS) for health and social care staff

Strong consideration and an agreed approach should be given to the exposure of health and social care staff to SHS in clients' homes. Suggestions to be considered:

- Educating the client/service user in relation to the potential harm that SHS can cause to the local authority member of staff visiting the home and everyone else who enters the home.
- Discussion with the client/service-user around what can be done in relation to reducing SHS concentrations – such as not smoking during a visit, reduction in smoking prior to the visit.
- Ensuring staff at risk (such as people with asthma, those at risk of heart/lung conditions, pregnant staff) are not exposed to SHS in their work.
- Where SHS concentrations cannot be reduced, limiting the amount of time spent in the home and accessing areas where SHS concentrations are lower.
- Consider staff rotation so no one member of staff is repeatedly exposed to SHS within the same home.

Appendix A

Smoking cessation services

Free smoking cessation services are offered nationally and in a variety of ways. Visit Smokeline online (www.canstopsmoking.com) or telephone 0800 84 84 84 (7 days a week; 8am – 10pm) to:

- find the right type of service
- find available local services in your area
- get a free Smokeline pack and DVD
- get free live or text support

Free [one-to-one support](#) or [drop-in classes](#) (with others trying to stop smoking at the same time) are available. [Smokeline advisers](#) can talk through the various options.

The NHS also offers free nicotine replacement therapy (NRT) such as patches. This can be arranged directly by signing up to a smoking cessation scheme at community pharmacies or through their registered GP.

There are three routes into smoking cessation services:

- NHS Smokeline
- Community pharmacies
- GP practices

Appendix B

Additional information and resources

[Smoke-free NHSScotland implementation guidance](#) has been developed to support NHS Boards to achieve smoke-free grounds. The guidance applies to all members of NHSScotland as all NHS staff have an important role as supporters and implementers of successful smoke-free policies. This guidance is complemented by the Partnership Information Network (PIN) policy, *Managing Health at Work*, which helps to deliver NHSScotland's commitment to protect and promote the health, safety and wellbeing of its staff.

The following resources have been developed for NHS settings to support with implementing and extending smoke-free grounds. They are available to local authorities for information and/or to adapt and tailor to local settings:

[Training guidance](#) is available to support the implementation of NHS smoke-free policies and includes an outline for a staff briefing session. The video clips referred to within the staff briefing session can be viewed online or via the links below for alternative full-screen access. The training guidance is intended to enhance staff knowledge, skills and confidence to raise the issue of refraining from smoking on NHS grounds.

- [How not to approach smokers on site \(YouTube video to view full screen\)](#)
- [How to approach smokers on site \(YouTube video to view full screen\)](#)
- [Transcript of smoke-free grounds video clips developed by County Durham & Darlington NHS Foundation Trust](#)

Resources for the NHS campaign can be found on [NHS Health Scotland's smoke-free grounds pages](#):

- Key phrases and Questions & Answers
- Template magazine articles
- Template press releases

ASH Scotland and NHS Greater Glasgow and Clyde Smoke-free Services have developed a [tobacco policy support guide](#) for voluntary sector organisations and groups that work with young people.

The tobacco policy guide aims to encourage and support organisations to extend their tobacco policies beyond simply stating where staff and young people can and cannot smoke and instead focus on:

- a plan for how organisations address tobacco use, including staff smoking behaviour as well as cultural and contextual changes such as health promotion (for example smoke-free events)
- clarity on the short- and long-term effects of smoking to young people and staff, including reinforcing messages concerning the addictiveness and health risks associated with smoking and second-hand smoke
- tobacco education to reduce the perception that smoking and tobacco use is the norm
- ensuring that stop-smoking support is included and provided as a key component of the tobacco policy for each organisation.

