

# Notice of meeting and agenda

## Policy and Sustainability Committee

**10.00 am Thursday, 10th June, 2021**

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the webcast live 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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

### Contacts

Email: [jamie.macrae@edinburgh.gov.uk](mailto:jamie.macrae@edinburgh.gov.uk) / [louise.p.williamson@edinburgh.gov.uk](mailto:louise.p.williamson@edinburgh.gov.uk)

Tel: 0131 553 8242 / 0131 529 4264

## **1. Order of Business**

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

## **2. Declaration of Interests**

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

## **3. Deputations**

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- 3.1 If any

## **4. Minutes**

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- 4.1 Minute of Policy and Sustainability Committee of 20 April 2021 – 7 - 24  
submitted for approval as a correct record

## **5. Forward Planning**

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- 5.1 Work Programme – June 2021 25 - 32
- 5.2 Rolling Actions Log 33 - 44

## **6. Business Bulletin**

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- 6.1 Business Bulletin 45 - 50

## 7. Executive Decisions

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<b>7.2</b>	Adaptation and Renewal Programme Update – Report by the Chief Executive	85 - 100
<b>7.3</b>	Planning and Performance Framework - Report – Report by the Chief Executive	101 - 128
<b>7.4</b>	Annual Performance Report 2020/21 – Report by the Chief Executive	129 - 186
<b>7.5</b>	Coalition Commitments Progress Update - June 2021 – Report by the Chief Executive	187 - 272
<b>7.6</b>	Local Government Benchmarking Framework 2019/20 - Edinburgh Overview – Report by the Chief Executive	273 - 312
<b>7.7</b>	2030 Climate Strategy - Draft for Consultation – Report by the Chief Executive	313 - 418
<b>7.8</b>	Edinburgh International Framework – Report by the Chief Executive	419 - 438
<b>7.9</b>	End Poverty Edinburgh Delivery Plan - Progress Monitoring Framework – Report by the Chief Executive	439 - 460
<b>7.10</b>	20 Minute Neighbourhood Strategy - Living Well Locally – Report by the Executive Director of Place	461 - 478
<b>7.11</b>	UK Levelling Up Fund – Report by the Executive Director of Place	479 - 492
<b>7.12</b>	Edinburgh Economy Strategy Development Report and City Centre Recovery Action Plan – Report by the Executive Director of Place	493 - 528

<b>7.13</b>	Petition for Consideration - Resettle Refugees and Asylum Seekers from the Aegean Island Camps in Edinburgh – Report by the Chief Executive	529 - 534
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## **8. Routine Decisions**

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<b>8.1</b>	Council Fire Safety Policy 2021-24 – Report by the Executive Director of Resources	535 - 548
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<b>8.3</b>	ICT Acceptable Use Policy – Report by the Executive Director of Resources	561 - 578
<b>8.4</b>	Welfare Reform Update – Report by the Executive Director of Resources	579 - 592
<b>8.5</b>	Contact Centre Performance: January to March 2021 – Report by the Executive Director of Resources	593 - 600

## **9. Motions**

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<b>9.1</b>	If any	
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### **Andrew Kerr**

Chief Executive

## **Committee Members**

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Councillor Adam McVey (Convener), Councillor Cammy Day (Vice-Convener), Councillor Robert Aldridge, Councillor Jim Campbell, Councillor Kate Campbell, Councillor 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 Donald Wilson and Councillor Iain Whyte

## **Information about the Policy and Sustainability Committee**

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The Policy and Sustainability Committee consists of 17 Councillors and is appointed by the City of Edinburgh Council.

This meeting of the Policy and Sustainability Committee is being held virtually by Microsoft Teams.

### **Further information**

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

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# Minutes

## Policy and Sustainability Committee

10.00 am, Tuesday 20 April 2021

### Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Kate Campbell, Doggart (substituting for Councillor Cook), Gardiner, Gloyer, Griffiths (substituting for Councillor Perry items 23 onwards), Hutchison, Macinnes, Main, McLellan, Doggart (substituting for Councillor Cook), Munn, Perry, Staniforth, Webber, Whyte and Wilson.

### 1. Minutes

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#### Decision

To approve the minute of the Policy and Sustainability Committee of 23 February 2021 as a correct record.

### 2. Policy and Sustainability Committee Work Programme

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The Policy and Sustainability Committee Work Programme for 20 April 2021 was presented.

#### Decision

To note the Work Programme.

(Reference – Work Programme 20 April 2021, submitted.)

### 3. Policy and Sustainability Committee Rolling Actions Log

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

#### Decision

1) To agree to close the following actions:

**Action 4** – Consultation Planning Report

**Action 6** – Local Government Benchmarking Framework 2018/19 Edinburgh Overview

2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

### 4. Business Bulletin

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The Policy and Sustainability Committee Business Bulletin for 20 April 2021 was submitted.

## Decision

To note the Business Bulletin.

(Reference – Business Bulletin 20 April 2021, submitted.)

## 5. Adaptation and Renewal Programme Update

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### a) Deputation – Jack Kane Community Centre

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

The deputation expressed concern that their experiences had not been shaped by a positive and fruitful partnership whereby they would be able to work together to maximise a collective response whilst reducing the impact on local people. They felt that community centres were hardly being viewed by the Council as vital assets for the recovery and renewal for the city.

The deputation stressed that their charity played a significant role in providing services, their work both complimented and extended the work of the City of Edinburgh Council their services were essential, and their ambition was to work on behalf of the people and their needs before, during and after this pandemic.

### b) Report by the Chief Executive

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in period 18 February to 13 April 2021 and the latest Covid-19 Dashboard.

## Decision

- 1) To note the Council's latest Covid-19 position following the most recent statement from the First Minister on 13 April 2021 and associated Scottish Government guidance. Appendix 1 of the report by the Chief Executive was the revised Strategic Framework Protection Levels.
- 2) To note the Covid-19 Response Dashboard outlined at Appendix 2 of the report.
- 3) To note the decisions taken to date under urgency provisions from 18 February to 13 April 2021 outlined at Appendix 3 of the report.
- 4) To note the working group progress updates from the Adaptation and Renewal Programme, including the support of the roll out of the Covid-19 vaccine and testing sites.

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

## 6. Edinburgh and South East Scotland City Region Deal and Regional Growth Framework Update

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An update was provided on the progress on the Edinburgh and South East Scotland City Region, since the Annual Report for 2019/20 was reported to this Committee on 6 October 2020.



## **Decision**

- 1) To note the progress on the Edinburgh and South East Scotland City Region, since the Annual Report for 2019/20 was reported to this Committee on 6 October 2020.
- 2) To note the progress made on the development of the Regional Growth Framework (RGF), and the next expected milestones for reporting and consultation.

(References – Policy and Sustainability Committee of 6 October 2020 (item 11); report by the Chief Executive, submitted.)

## **7. Planning and Performance Framework Progress Update Report**

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The new Council Business Plan: Our Future Council, Our Future City had been approved by the City of Edinburgh Council on 18 February 2021.

A high-level overview of the proposed Planning and Performance Framework, the work undertaken to date and the next steps and timescales to complete the Planning and Performance Framework ahead of a final report to the Corporate Policy and Sustainability Committee on 1 June 2021 was provided.

## **Decision**

To note the progress in developing a new Planning and Performance Framework for the Council Business Plan, next steps and timescales for final report to Committee.

(References – Act of Council No 5 of 18 February 2021; report by the Chief Executive, submitted.)

## **8. Council's Emissions Reduction Plan**

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Details were provided of an initial pathway to net-zero for the City of Edinburgh Council by 2030 by targeting the Council's major emissions sources; energy (buildings and lighting), waste, fleet and transport which set out the Council's strategic approach to reducing its corporate emissions and estimates the impact of carbon reduction projects (both planned and potential) on the Council's current and future carbon footprint.

## **Motion**

- 1) To agree the Draft Council Emissions Reduction Plan as set out in Appendix 1 to the report by the Chief Executive.
- 2) To note the final draft with supporting implementation and investment plan would be published alongside the City Net Zero Strategy in October.
- 3) To agree the proposed Council carbon budget and that this be used to monitor future progress.
- 4) To note that city approaches to offsetting would be consulted upon as part of the 2030 Net Zero Strategy consultation.

- 5) To note that the Council's organisational emissions were updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD) since 2010/11.
- 6) To agree to allocate £60,000 of the £300,000 sustainability fund allocated within the Council's 2021/22 revenue budget to recruit a Funding Development Officer, to maximise external funding in support of further activities to reduce the Council's emissions.
- 7) To agree to allocate £40,000 of the £300,000 sustainability fund allocated within the Council's 2021/22 revenue budget to roll out a Climate Literacy Training programme across the organisation.
- 8) To request a report within 2 cycles to detail options for Energy for Edinburgh's involvement in accelerating and delivering the Council's carbon targets as well as the contribution to the citywide net zero target. These should include, but not be limited to, involvement in decarbonising heat of the Council's estate and moving to EV and/or hydrogen for Council fleet- with opportunities to help accelerate decarbonisation of transport in the wider City. Proposals should be written to be able to be fully incorporated into the plans due for approval in October.
- 9) To request that when the final reports came back in October for the Council's carbon reduction and the wider city, actions in areas like heat and transport, where the Council could build infrastructure that had a benefit other sectors' transition to zero-carbon, these actions were fully included.

- moved by Councillor McVey, seconded by Councillor Day

#### **Amendment**

- 1) To note the Draft Council Emissions Reduction Plan as set out in Appendix 1 to the report by the Chief Executive, but this did not contain a costed and viable implementation and investment plan nor did it come close to meeting net zero by 2030, especially in the largest area of buildings related emissions where over 50% of 2019/20 emissions were not accounted for in the Plan.
- 2) To note the final draft with supporting implementation and investment plan would be published alongside the City Net Zero Strategy in October when it could be properly considered for approval or amendment.
- 3) To agree the proposed Council carbon budget and that this be used to monitor future progress.
- 4) To note that city approaches to offsetting would be consulted upon as part of the 2030 Net Zero Strategy consultation.
- 5) To note that the Council's organisational emissions were updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD) since 2010/11.

- 6) To agree to allocate £60,000 of the £300,000 sustainability fund allocated within the Council's 2021/22 revenue budget to recruit a Funding Development Officer, to maximise external funding in support of further activities to reduce the Council's emissions.
- 7) To agree to allocate £40,000 of the £300,000 sustainability fund allocated within the Council's 2021/22 revenue budget to roll out a Climate Literacy Training programme across the organisation.

- 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, Day, Gardiner, Macinnes, Main, McVey, Munn, Perry, Staniforth and Wilson.)

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

### **Decision**

To approve the motion by Councillor McVey.

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

## **9. Best Value Assurance Audit Response**

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The Committee had previously noted the findings of the Best Value Audit Report, the approach to ensure a comprehensive and holistic response to the audit and provided feedback on priority areas for improvement.

An update was provided on the progress made to respond to the Best Value Assurance Audit recommendations.

### **Decision**

- 1) To note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.
- 2) To note the need to keep a focus on the actions from the audit and instruct officers to include all future substantive actions in relation to the best value audit recommendations to one update paper, including recommendations for approval as appropriate.

(References – Policy and Sustainability Committee of 1 December 2020 (item 9) and 23 February 2021 (item 8); report by the Chief Executive, submitted.)

## **10. Edinburgh Partnership Best Value Audit Improvement Plans**

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A summary was provided of the actions agreed at the Edinburgh Partnership Board on 23 March 2021 in response to the partnership working and empowerment findings of

the Council Best Value Assurance Audit for approval by the Policy and Sustainability Committee.

### **Decision**

- 1) To approve the recommended actions agreed by the Edinburgh Partnership Board on 23 March 2021 in response to the Best Value Audit Partnership findings.
- 2) To agree that the following actions by the Edinburgh Partnership would be led by the Council:
  - a) Develop a partnership plan to deliver the 20 minute neighbourhood model with a focus on shared public, commercial and third sector services models and public service hubs.
  - b) To strengthen the resourcing and capacity to support Neighbourhood Networks and the LCPPs through the establishment of new Community Empowerment teams by the City of Edinburgh Council.
  - c) Develop a framework for collaboration with the Edinburgh Association of Community Councils and community councils, to ensure they could fulfil their statutory function in representing local communities, and build a productive relationship with all community planning partners and the Council in particular.
- 3) To note the further actions being taken by the Council to enhance its approach to community empowerment, engagement and consultation including in respect of its relationship with Community Councils.

(References – Policy and Sustainability Committee of 1 December 2020 (item 9); report by the Chief Executive, submitted.)

## **11. COVID 19 Engagement and Consultation Approach**

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### **a) Deputation – South West Edinburgh in Motion**

A written deputation was presented on behalf of South West Edinburgh in Motion.

The Committee noted that due to technical difficulties the Deputation were unable to be heard in person.

The deputation welcomed how the report had been developed to reinforce the Council's commitment to effective consultation and were broadly supportive of the end-to-end approach. They also outlined suggestions for additional points or clarifications within the descriptions, measures within the draft Quality Standards.

The deputation felt that given the level of evidence of failure to meet Quality Standards and the fact this was a consultation that scored very highly on the Consultation Criteria, they believed that it would not be appropriate for this consultation to report back in two months' time to the Transport and Environment

Committee in June to inform decision making at that meeting as this would severely undermine the visible commitment to this policy assuming it was approved by committee. They stressed that there was an opportunity to draw a line in the sand, and acknowledge that a - attempt to run a consultation during a pandemic was not successful and now a chance to take a fresh approach to consultation meeting all Quality Standards to win the hearts and minds of the public in Edinburgh on the approach to active travel.

**b) Deputation – Silverknowes Community Group**

A written deputation was presented on behalf of Silverknowes Community Group.

The Committee noted that due to technical difficulties the Deputation were unable to be heard in person.

The deputation indicated that as the proposed end of suspension of consultation and engagement due to Covid-19 was imminent, they fully supported the principles outlined in the proposed engagement and consultation policy. They requested that that the Spaces For People Schemes in Silverknowes and Edinburgh wide should be rerun to meet the requirements of this new Edinburgh council consultation policy and felt that as this formalised the council's existing consultation framework, it was not unreasonable to expect that recent consultations largely corresponded to this policy.

The deputation stressed that by supporting their request to re-run Spaces for People projects current and proposed, would strongly support this directive, adding greater stability in council and residents' relationships across all council activities and services.

**c) Deputation – Get Edinburgh Moving**

A written deputation was presented on behalf of Get Edinburgh Moving.

The deputation welcomed the report to Committee and specifically the key recommendation that the Policy and Sustainability Committee "will develop a model for community engagement which strengthens the role of communities in service delivery and decision-making processes, and through the work of the Community Empowerment Team". They stressed that it was also vitally important that CEC "recognises the need to strengthen community engagement, especially through pre-consultation activity that builds trust and creates consent in communities".

The deputation indicated that both the East Craigs LTN and wider permanency consultation fell short of meeting the standards brought forward in the consultation policy paper and as such, should be scrapped, and replaced with fit for purpose processes that put local residents views front and centre of decision-making. They felt that it was untenable for the Council and its partners to ignore public opposition.

#### **d) Report by the Chief Executive**

Details were provided of a proposed new Consultation Policy which had been developed to reinforce the Council's commitment to effective consultation by strengthening the management and governance of consultation activity, and ability to evidence how views sought had influenced decisions made by the Council. The proposed policy formalised the Council's existing consultation framework; sought to build skills and capacity of colleagues undertaking consultation and engagement; and established a process of signoff for key / significant consultations. This would be managed by an officer group but, where needed, signoff would be escalated to the Corporate Leadership Team.

#### **Decision**

- 1) To note the end of the suspension of consultation and engagement exercises, due to the Covid pandemic, on 1 July 2021, assuming Scotland returned to Level 0 restrictions in late June as anticipated.
- 2) To approve the Council's new Consultation Policy, developed in response to the City of Edinburgh Council's Best Value Assurance Audit.
- 3) To note the Council would develop a model for community engagement which strengthened the role of communities in service delivery and decision-making processes, and through the work of the Community Empowerment Team.
- 4) To note a new signoff framework for defined 'tiers' of consultation with the most significant consultations going to CLT for approval.
- 5) To request the model for community engagement come back to this committee in 3 cycles with a clear plan of how this model would be fully embedded across all Council service areas.

(References – Policy and Sustainability Committee of 1 December 2020 (item 9); report by the Chief Executive, submitted.)

## **12. Equality Diversity and Right Framework 2017-21 – Final Progress Report**

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#### **a) Deputation - Edinburgh Access Panel**

The deputation raised concerns about what they felt was a disconnect between the Council's published equality aspirations and the measures implemented under the space of people programme. They indicated that the Council's City mobility Plan stated that the need for people of all abilities to be able to move around the city safely and conveniently was critical and that the Equality and Diversity Framework document stated that equality was considered as part of everything the Council did. The deputation indicated that they were struggling to reconcile between these aspirations and the risks and challenges that disabled pedestrians were confronted with because of many of the spaces for people measures, specifically the measures that involved the roll out of cycle lanes

The deputation felt that there were issues around equality and inclusivity, specifically connected with road layouts for those with mobility difficulties or impaired vision and an imbalance in the spaces for people programme between the regard shown to the interests of cyclists and the regard shown for the interests of pedestrians, particularly pedestrians who had mobility difficulties.

The deputation urged the Committee to resolve the inconsistency between the stated aspirations and the actual measures by ensuring that the spaces for people implementations do not impose an acceptable risks and constraints on disabled people.

#### **b) Report by the Chief Executive**

Details were provided on the final progress report on the Council's equality, diversity and rights framework for the period 2017-21, in response to the requirements of the Public Sector Equality Duty. Progress was reported based on updates provided from services that cover the duration of the framework and the new framework which would cover the next four-year period 2021-25 would be reported separately.

#### **Motion**

- 1) To note that the report responded to requirements of the Equality Act 2010 'Specific Duties (Scotland) Regulations 2012'.
- 2) To note the progress made by the Council against the priorities set out in the Equality, Diversity and Rights Framework covering the period 2017-21.

- moved by Councillor McVey, seconded by Councillor Day

#### **Amendment**

- 1) To note that the report responded to requirements of the Equality Act 2010 'Specific Duties (Scotland) Regulations 2012'.
- 2) To note the progress made by the Council against the priorities set out in the Equality, Diversity and Rights Framework covering the period 2017-21.
- 3) To note with concern the comments and statements made from Edinburgh Access Panel.
- 4) To agree that work needed to be done to ensure the most vulnerable and those with mobility issues were not left behind.

- moved by Councillor Webber, seconded by Councillor Hutchison

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

#### **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To note that the report responded to requirements of the Equality Act 2010 'Specific Duties (Scotland) Regulations 2012'.

- 2) To note the progress made by the Council against the priorities set out in the Equality, Diversity and Rights Framework covering the period 2017-21.
- 3) To note with concern the comments and statements made from Edinburgh Access Panel and other Groups.
- 4) To agree that work needed to be done to ensure the most vulnerable and those with mobility issues were not left behind.

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

### **13. Equality and Diversity Framework 2021-2025**

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#### **a) Deputation – Edinburgh Access Panel**

The deputation related to both Items 12 and 13 (see details at Item 12).

#### **b) Report by the Chief Executive**

Details were provided on the new Equality and Diversity Framework 2021-2025 which had been developed and which included a new set of equality outcomes and mainstreaming actions across key areas of the Council's work. The Framework aligned these with the Business Plan 2021-2024 and was a key supporting document that would inform the Business Plan delivery programme.

#### **Motion**

- 1) To note the report by the Chief Executive which summarised how the Council met its specific equality duties under The Equality Act 2010.
- 2) To approve the Equality and Diversity Framework 2021-2025 which set out the Council's equality outcome themes and mainstreaming actions over four years.
- 3) To approve the outcomes which had been proposed for year 1, reflecting the intention for the framework to be adaptable to emerging priorities.
- 4) To note that consideration was being given to the capability and capacity needed to support progress with the framework as part of planned organisational change activity.

- moved by Councillor McVey, seconded by Councillor Day

#### **Amendment**

- 1) To note the report by the Chief Executive which summarised how the Council met its specific equality duties under The Equality Act 2010.
- 2) To approve the Equality and Diversity Framework 2021-2025 which set out the Council's equality outcome themes and mainstreaming actions over four years.
- 3) To approve the outcomes which had been proposed for year 1, reflecting the intention for the framework to be adaptable to emerging priorities.
- 4) To note that consideration was being given to the capability and capacity needed to support progress with the framework as part of planned organisational change activity.



- 5) To note with concern the comments and statements made from Edinburgh Access Panel in relation to:
  - Theme: Inclusive Communities
  - Theme: Accessing facilities and support
  - Consistent use and application of Integrated Impact Assessments
- 6) To further agree that an additional report be provided to Committee demonstrating how these aspects would be addressed through a suitable action plan.

- moved by Councillor Webber, seconded by Councillor Doggart

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

### **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report by the Chief Executive which summarised how the Council met its specific equality duties under The Equality Act 2010.
- 2) To approve the Equality and Diversity Framework 2021-2025 which set out the Council's equality outcome themes and mainstreaming actions over four years.
- 3) To approve the outcomes which had been proposed for year 1, reflecting the intention for the framework to be adaptable to emerging priorities.
- 4) To note that consideration was being given to the capability and capacity needed to support progress with the framework as part of planned organisational change activity.
- 5) To note with concern the comments and statements made from Edinburgh Access Panel and other groups in relation to:
  - Theme: Inclusive Communities
  - Theme: Accessing facilities and support
  - Consistent use and application of Integrated Impact Assessments
- 6) To further agree that an additional report within 3 cycles be provided to Committee demonstrating how these aspects would be addressed through a suitable action plan or existing work plans.

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

## **14. 2030 City Target Monitoring Approach**

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Clarification was provided on the boundary selected to monitor progress against the new net zero target set for both the Council and the city in May 2019. As agreed at Full Council on 25 August 2020, "revised targets for carbon emissions reduction, specifying

the annual increments required to achieve net zero by 2030” for city emissions were presented.

### **Decision**

- 1) To note the progress made against previous emission reduction targets of a 42 % reduction in emissions by 2020 (for both the city and the Council).
- 2) To note the city had achieved emissions reductions of 6% (or 167 kilo tonnes of CO<sub>2</sub>e) between 2017/18 and 2018/19, based on the most up-to-date data available.
- 3) To agree annual reduction targets based on an estimated trajectory against a 2018/19 baseline, to reach net zero by 2030.
- 4) To note that this report had been brought forward in April in response to a request at Committee for early sight of reporting data.
- 5) To note that in future annual reports outlining progress against the 2030 target would be brought to Committee in November of each year, when each years’ datasets become available, starting from November 2021.
- 6) To agree that, in line with the approach to the Council’s historical 2020 target, the new net zero by 2030 target will replace the previous city target of a 42 % reduction in city emissions by 2020 in all future monitoring and reporting. 1.7 Note that city approaches to offsetting will be consulted upon as part of the 2030 Sustainability Strategy consultation.

(References – Act of Council No 8 of 25 August 2020; report by the Chief Executive, submitted.)

## **15. COP 26 Events and Engagement Planning**

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Details were provided on the establishment of a COP26 Edinburgh Events group to manage and co-ordinate the successful delivery of events and promotions by Edinburgh businesses and partners in the period leading up to COP26 in November 2021. It was proposed that Council support the programme would comprise an allocation of up to £100,000 for COP26 events, comprised of £50,000 from budgets previously allocated for Council involvement in MIPIM, and £56,000 to be taken from the £300,000 approved in this year’s budget for Sustainability and Net Zero programme support.

### **Decision**

- 1) To note that Liz McAreavey, Chief Executive of Edinburgh Chamber of Commerce would play a co-ordinating role on behalf of the Council to deliver a programme of Edinburgh events for COP26.
- 2) To note the intention to establish a COP26 Edinburgh Events steering group to support this work, with members to include City of Edinburgh Council, University of Edinburgh, Festivals Edinburgh, Edinburgh business and other partners.

- 3) To agree that a fund of up to £106,000 would be allocated to the delivery of COP26 events. This fund would be comprised of £50,000 from budget previously allocated Council involvement in MIPIM, and £56,000 of the £300,000 earmarked in this year's Council budget to support Sustainability and Net Zero activity.

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

## **16. Growing Locally – Edinburgh's Draft Edinburgh Food Growing Strategy**

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Details were provided on the Council's draft Food Growing Strategy which had been prepared following a number of engagement activities delivered in partnership with Edible Edinburgh and informed by Edinburgh's Sustainable Food Cities programme.

### **Decision**

To approve Growing Locally, Edinburgh's first Food Growing Strategy as detailed in Appendix 1 to the report by the Chief Executive.

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

## **17. Scottish Government Heat in Buildings Strategy Consultation**

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Details were provided on a proposed Council response to consultation on the Scottish Government draft Heat in Buildings Strategy. Consultation on this strategy was to close on 30 April 2021.

### **Decision**

To agree the proposed Council response as detailed in the report by the Chief Executive be submitted as the Council response to the current consultation on the Scottish Government Draft Heat in Buildings Strategy.

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

## **18. Capital Resident's Survey**

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Details were provided on the results of the Capital Residents Survey (CRS), which took place between 12 October and 2 December 2020. The survey had been jointly funded with NHS Lothian and focused on resident experience of services during Covid-19 and areas of mutual interest to both organisations, such as alternative service delivery mechanisms.

### **Motion**

To note the findings of the Capital Residents Survey Results.

- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the findings of the Capital Residents Survey Results
- 2) To note this survey was assessing services provided by the council.

- 3) To note with concern that those who actually contacted the Council had a much reduced level of satisfaction with Council services (67%) as compared to the general public (80%) when those contact points were with those more engaged or in need of services, and where they were an opportunity to provide high quality services or resolve dissatisfaction.
- 4) To note that the services areas covered within the remit of Transport and Environment Committee were the biggest source of dissatisfaction with 3 of the top 5 categories
  - Roadworks, roads, pavements, traffic, cycling issues (26%)
  - Environmental Issues and Street Cleaning (12%)
  - Refuse collection and recycling (12%)
- 5) To note that the overwhelming majority of the public would be comfortable using sports facilities at schools but that successive Council Administrations had failed to make any meaningful progress on this issue by opening more school facilities to the public thus increasing access and reducing costs and the Council's carbon budget.

- moved by Councillor Whyte, seconded by Councillor McLellan

### **Voting**

The voting was as follows:

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

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

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

### **Decision**

To approve the motion by Councillor McVey.

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

## **19. People Strategy 2021-2024**

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Details were provided on a proposed new Council People Strategy for 2021-2024 which was applicable to all employees. The proposed new strategy was an essential enabling strategy and approach to support the delivery of the new Business Plan, known as Our Future Council, Our Future City which set out an ambitious agenda for the Council to deliver.

### **Decision**

- 1) To approve the People Strategy 2021-2024 which built upon the work delivered through the People Strategy 2017-2020.

- 2) To note that the new People Strategy was essential in ensuring the delivery of the new Business Plan (Our Future Council, Our Future City) which set out an ambitious agenda for the Council to deliver against agreed priorities.
- 3) To note that the paper described the People commitments for 201-2024 which were further underpinned by the Strategic Workforce Plan 2021-2024. This Plan described specific further actions that would be taken as an organisation to address the gaps between our current workforce and the future workforce during the same period.

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

## **20. Strategic Workforce Plan**

---

Details were provided on a proposed new 'Strategic Workforce Plan 2021-24' which extended to all of the workforce. The proposed plan would ensure that the gaps were addressed and maximised the strengths and opportunities in the current workforce, to deliver Our Future Council, Our Future City which set out an ambitious agenda for the Council.

### **Decision**

- 1) To approve the Strategic Workforce Plan for the period 2021-2024.
- 2) To note that whilst the People Strategy 2021-2024 described the strategic workforce agenda, this Plan described the further specific actions to be taken as an organisation to address the gaps between the current workforce and the future workforce needed to deliver the Business Plan: Our Future Council, Our Future City during the same period. Additionally, it ensured a focus on building on the strengths and experience available and making informed and timely decisions about the workforce.

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

## **21. Edinburgh Declaration on Biodiversity**

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Details were provided on the Edinburgh Declaration on Biodiversity which was intended to set out the aspirations and commitments of the Scottish Government, Edinburgh Process Partners and wider subnational constituency of the Convention on Biological Diversity (CBD) in delivery for nature over the coming decade. In recognition of the key role that subnational governments and local authorities played in delivering biodiversity protection the Declaration was open for signing by parties working at the local level.

### **Decision**

- 1) To note the Edinburgh Declaration on Biodiversity.
- 2) To agree to sign the Edinburgh Declaration on Biodiversity.

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

## 22. Seafield Sounding Board

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### Decision

To note that the report had been withdrawn.

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

## 23. Anti-Social Behaviour Motion Report

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In response to a motion by Councillor Doggart, details were provided on issues raised regarding a complaint against the council in relation to anti-social behaviour.

### Motion

- 1) To note the response to the motion as detailed in the report by the Head of Safer and Stronger Communities and Chief Social Work Officer.
- 2) To approve the revised City of Edinburgh Council Anti-Social Behaviour Procedure as detailed in Appendix 1 to the report.

- moved by Councillor McVey, seconded by Councillor Day

### Amendment

- 1) To note the response to the motion as detailed in the report by the Head of Safer and Stronger Communities and Chief Social Work Officer.
- 2) To approve the revised City of Edinburgh Council Anti-Social Behaviour Procedure as detailed in Appendix 1 to the report.
- 3) To request the Head of Safer and Stronger Communities to provide an update report before the end of 2021 confirming adherence to the new procedure.

- moved by Councillor Doggart, seconded by Councillor Webber

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 response to the motion as detailed in the report by the Head of Safer and Stronger Communities and Chief Social Work Officer.
- 2) To approve the revised City of Edinburgh Council Anti-Social Behaviour Procedure as detailed in Appendix 1 to the report.
- 3) To request the Head of Safer and Stronger Communities to provide an update report before the end of 2021 confirming adherence to the new procedure.

(Reference – report by the Chief Social Work Officer, submitted.)

## 24. Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021 – referral from the Governance, risk and Best Value Committee

---

The Governance, Risk and Best Value Committee had referred a report on Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 10 February 2021 to the Policy and Sustainability Committee for information.

A total of 115 open IA findings remained to be addressed across the Council as at 10 February 2021. This included the one remaining historic finding and excluded open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.

### **Motion**

To note the report by the Governance, Risk and Best Value Committee.

- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

To agree to refer the report to the next meeting of full Council for discussion and consideration.

- moved by Councillor Whyte, seconded by Councillor Doggart

### **Voting**

The voting was as follows:

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

(For the motion: Councillors Aldridge, Kate Campbell, Day, Gardiner, Gloyer, Griffiths, Macinnes, Main, McVey, Munn, Staniforth and Wilson.

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

### **Decision**

To approve the motion by Councillor McVey.

(Reference – Governance, Risk and Best Value Committee, 23 March 2021 (item 5); referral from the Governance, Risk and Best Value Committee, submitted)

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# Work Programme

## Policy and Sustainability Committee

10 June 2021

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Council Asbestos Policy	Annual Review	Routine	Robert Allan	Resources	Annual	August 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 2021
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 2021
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 2021

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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	June 2021 September 2021
9	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6 monthly	September 2021
10	Energy Management Policy for Operational Buildings - Annual Report.	Progress report	Executive	Peter Watton	Resources	Annual	December 2021
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 2022
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	June 2021 September 2021
16	Chief Social Work Officer's Annual Report	Annual report	Executive	Jackie Irvine	Communities and Families	Annual	December 2021
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	August 2021
19	Police Scotland – City of Edinburgh Division Update	Quarterly Update	Executive	Gavin King	Chief Executive	Quarterly	June 2021
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
22	End Poverty in Edinburgh Delivery Plan 2020-30	Annual Report	Executive	Chris Adams	Chief Executive	Annual	Autumn 2021
23	2030 City Target Monitoring Approach	Annual Report	Executive	Claire Marion	Chief Executive	Annual	November 2021

## Policy and Sustainability Committee Upcoming Reports

## Appendix 1

Report Title	Directorate	Lead Officer
<b>AUGUST 2021</b>		
Police Scotland Annual Plan	Chief Executive	Gavin King
Council's Emissions Reduction Plan – Energy for Edinburgh's Involvement	Chief Executive	
Bioquarter Update	Place	David Cooper
Energy for Edinburgh	Place	David Cooper
Seafield Sounding Board	Place	David Cooper
West Edinburgh Update	Place	David Cooper
EIJB Update	Chief Officer, EHSCP	
Social Care Charging Policy	Chief Officer, EHSCP	
Women's Safety in Public Places – Response to motion by Councillor Watt	Chief Executive	

Local Member Oversight – Response to motion by Councillor Jim Campbell	Chief Executive	
Council Asbestos Policy 2021-24	Resources	
<b>SEPTEMBER 2021</b>		
Protect Transport for Edinburgh – Response to motion by Councillor Whyte	Chief Executive	
Annual report on End Poverty in Edinburgh	Chief Executive	Chris Adams
Equality and Diversity Framework 2021-25	Chief Executive	Eleanor Cunningham
Tourism and Hospitality Sector Recovery Plan	Place	Alison Coburn
Welfare Reform Update – Quarterly Report	Resources	Nicola Harvey/Sheila Haig
Contact Centre Performance Update - Quarterly Report	Resources	Nicola Harvey
Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	Chief Officer, EHSCP	
Granton Waterfront Regeneration Programme – Outline Business Case	Place	Sat Patel/Michelle Fraser



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# Rolling Actions Log

## Policy and Sustainability Committee

10 June 2021

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

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Agenda Item 5.2

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><b><u>Update 25 June 2020</u></b></p> <p>To agree that a final report be submitted to Committee.</p>
2	01.02.18	<p>City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18</p> <p><a href="#">(Agenda for 1 February 2018)</a></p>	<p>Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.</p>	Executive Director of Place	November 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	06.02.20	<p>City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools</p>	<p>To request:</p> <p>a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for</p>	Executive Director of Resources / Executive Director of Place	Early 2022		<p><b><u>Update 1 June 2021</u></b></p> <p>Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in classrooms until</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 35			<p>purpose recycling services in each of our schools to be completed before the start of the 2020/21 academic year within policy and current budgets, and reporting any financial challenges in doing so to the report requested.</p>				<p>September 2021, it is proposed to provide committee with a update report in early 2022</p> <p><b><u>Update - 6 October 2020</u></b></p> <p>Report to Committee – agreed to leave open until the information requested had been provided.</p> <p><b><u>Update – 11 June 2020</u></b></p> <p>Following discussion with Councillor Main it has been agreed that this report will be deferred to September 2020, to enable the relevant service areas to prioritise work to</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>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							support schools re-opening and to incorporate lessons learned arising from the Covid-19 lockdown period.
4	09.07.20	<a href="#">Tourism and Hospitality Sector Recovery Plan – Follow Up</a>	<p>Notes the importance of Business tourism to the City’s hospitality sector and the importance of business tourism in helping many of Edinburgh’s sectors access the global market;</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>	Executive Director of Place	September 2021		<p><b><u>Update 20 April 2021</u></b></p> <p>Discussions are continuing to develop a partnership model for business tourism for the city.</p> <p><b><u>Update 23 February 2021</u></b></p> <p>An update has been provided on the Business Bulletin for this meeting</p> <p><b><u>Update 10 November 2020</u></b></p> <p>An update will be provided in the</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Committee's Business Bulletin in December 2020
5	06.10.20	<a href="#">Edinburgh and South East Scotland City Region Deal Annual Report</a>	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		

6	06.10.20	<a href="#">Recycling and Waste Collection in Schools</a>	1) Requests that a report on the progress of the introduction of the new service is brought back to committee in six months.	Executive Director of Place	Early 2022		<b>Update 1 June 2021</b>  Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in classrooms until September 2021, it is proposed to provide committee with a update report in early 2022
			2) To agree to consider food waste recycling receptacles in schools as broken down in Appendix 2 and provide an update to members	Executive Director of Resources	Early 2022		
7	10.11.20	<a href="#">Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan</a>	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	September 2021		
8	01.12.20	<a href="#">End Poverty in Edinburgh Delivery Plan 2020-30</a>	1) To agree that a further report providing a detailed progress monitoring framework should be considered by the Policy and	Chief Executive	June 2021		<b>Part 1)</b> <b>Recommended for Closure</b>  Report on the agenda for this meeting

			<p>Sustainability Committee within two cycles.</p> <p>2) To 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.</p>	Chief Executive	Autumn 2021		
9	23.02.21	<a href="#">Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 Update</a>	To note the current position of the Edinburgh Integration Joint Board's Savings and Recovery Programme 2020/21 and request an update on savings programmes relevant to the Council's responsibilities come back to this Committee by the end of year	Chief Officer, Edinburgh Integration Joint Board	End 2021		
10	20.04.21	<a href="#">Best Value - COVID-19 Engagement and Consultation Approach</a>	Requests the model for community engagement come back to this committee in 3 cycles with a clear plan of how this model will be fully embedded across all Council service areas	Chief Executive	28 September 2021		

11	20.04.21	<a href="#">Equality and Diversity Framework 2021-2025</a>	Agrees that an additional report within 3 cycles is provided to Committee demonstrating how these aspects will be addressed through a suitable action plan or existing work plans.	Chief Executive	28 September 2021		
12	20.04.21	<a href="#">Council's Emissions Reduction Plan</a>	1) Requests a report within 2 cycles to detail options for Energy for Edinburgh's involvement in accelerating and delivering the Council's carbon targets as well as the contribution to the citywide net zero target. These should include, but not be limited to, involvement in decarbonising heat of the Council's estate and moving to EV and/or hydrogen for Council fleet-with opportunities to help accelerate decarbonisation of transport in the wider City. Proposals should be written to be able to be fully incorporated into the plans due for approval in	Chief Executive	3 August 2021		



			<p>October.</p> <p>2) Requests that when the final reports come back in October for the Council's carbon reduction and the wider city, actions in areas like heat and transport, where the Council can build infrastructure that has a benefit other sectors' transition to zero-carbon, these actions are fully included</p>	Chief Executive	October 2021		
13	20.04.21	<a href="#">Anti-Social Behaviour Motion Report</a>	To ask the Head of Safer and Stronger Communities to provide an update report before the end of 2021 confirming adherence to the new procedure.	Chief Executive Head of Safer and Stronger Communities	End 2021		
14	29.04.21	City of Edinburgh Council - Motion by Councillor Watt - Women's Safety in Public Places	Council agrees to bring a report to Policy & Sustainability within two cycles, detailing any actions to improve women's safety, including embedding considerations within risk assessments, placemaking and any other organisational	Chief Executive	3 August 2021		

			<p>changes to positively impact safety of women in Edinburgh.</p> <p>This report should identify options for a consultation around the public places and spaces in Edinburgh where women feel safe, where they feel less safe and what can be done to improve their safety. With actions being reported back to the appropriate committee.</p>				
15	29.04.21	City of Edinburgh Council - Motion by Councillor Jim Campbell - Local Member Oversight	Requests a written update within 2 cycles to the Policy and Sustainability Committee setting out proposals for “Click to Report” so that Members and Officers supporting Members can lodge reports on behalf of constituents, view the details of reports made by constituents directly and gain real time performance reporting by Ward.	Executive Director of Resources	3 August 2021		
16	29.04.21	City of Edinburgh Council – Motion by Councillor Whyte - Protect	1) Requests the report to the Policy and Sustainability Committee within three cycles to	Chief Executive	28 September 2021		

		Transport for Edinburgh	<p>include information on how the Council is facilitating partnership between Community Police and with our excellent third sector organisations across the city who already deliver detached, or street-based, youth work.</p> <p>2) Also includes consideration of place plans, shaped by participation of young people, to help the city further develop a preventative approach to antisocial behaviour while supporting and encouraging our young people and keeping them, and our wider communities, safe.</p> <p>3) Therefore calls on the Chief Executive to provide an urgent report indicating actions that can be taken to consult with young people and</p>				
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			<p>affected communities on ways to mitigate the causes of anti-social behaviour including the lack of facilities across the city for people between the ages of 12 and 17 (inclusive). Asks that this report also considers how Edinburgh can work with other local authorities to alleviate anti-social behaviour across the region.</p>				
			<p>4) That the process of such a consultation and its results should be shared with the Edinburgh Community Safety Partnership to ensure partnership work can be engaged in to prevent anti-social behaviour in the future.</p>				



# Business bulletin

## Policy and Sustainability Committee

10.00am, Thursday, 10 June 2021

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 Jim 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 Iain Whyte</p> <p>Councillor Donald Wilson</p>	<p><a href="#">Jamie Macrae</a>, Committee Officer</p> <p><a href="#">Louise Williamson</a>, Assistant Committee Officer</p>

**Edinburgh Slavery and Colonialism Legacy Review**

The second meeting of the independent Edinburgh Slavery and Colonialism Review Group took place on 15 March 2021.

Discussion focussed on the various criteria identified which could be used to determine the final list of public realm features in scope, and the different research methodologies that members had shared in advance for consideration and which might be adopted for this Review. Volunteers from both the Review Group and the Advisory Group were then invited to take part in a Research Sub-committee meeting to progress the discussion in early April, and it concluded that the preferred model is the UNESCO approach which centres upon the objects in question, links with the broader societal context and assessment of the assets' relevance in the present day. Members considered this an appropriate methodology, noting that it would allow for a narrative to be scripted to demonstrate clearly, through various outputs, how the features in scope had links to slavery or colonialism, and how this in turn had benefitted Edinburgh.

This methodology was also agreed to be suitable as it is designed to include public engagement or consultation. Features will be presented thematically under categories which are familiar to us all, such as politics, finance, religion and medicine, and individual examples highlighted, rather than an exhaustive approach including all relevant street names, public building and monuments. Further information on this and the key features identified for Review will be presented to Council for initial consideration in June.

The Group has continued to liaise with the University of Edinburgh to ensure the process and outcomes of both Reviews align wherever this is useful, for example, through joint communications, public awareness-raising and engagement, and ensuring a clear remit for the internships which will begin later this year.

The Advisory Group has also been working to produce safeguarding supports and procedures for all members, after some expressed concern about the potential for online and offline abuse should their personal details be made public. Police Scotland provided a Cyber Security workshop and

**Contacts:**

[Gillian Findlay](#)

have offered ongoing guidance and support for all involved in the work of the Review.

### **Short Term Lets**

The Civic Government (Scotland) Act 1982 (Licensing of Short Term Lets) Order 2021 was withdrawn by the Scottish Parliament in February 2021.

Regulations implemented on 1 April 2021 allow planning authorities to designate all or part of their area as short-term let control areas. Within designated areas, planning permission will be required for change of use of a dwelling to a short-term let.

All proposed control areas require to be considered and approved by the Scottish Government before they can come into effect. Guidance on control areas is being prepared by Scottish Government. Following the issue of this guidance, expected in June 2021, a report will be prepared for Committee to consider the designation of a control area or areas in Edinburgh, taking the guidance into account.

The Scottish Government has set up a stakeholder working group to assist in production of guidance for hosts and local authorities, and to resolve any stakeholder concerns. The Council is represented on the working group and will engage with members of the working group to ensure that a licensing system is implemented at the earliest opportunity.

The working group consists of other local authority groups such as COSLA and SOLAR, as well as trade and resident groups. The group has so far met three times [note: the 3<sup>rd</sup> meeting is on 13 May 2021].

The Scottish Government has indicated that the overall timetable for implementation of a licensing scheme for short term lets remains on course, subject to the outcome of the upcoming elections.

Elected Members will be aware that the budget agreed by the Council in February 2021 included funding for start-up costs for the regulatory systems. Work is underway to put in place the necessary staffing resource to take forward this important piece of work.

### **Contacts:**

[Andrew Mitchell](#)

[David Givan](#)



## **Introduce buffer zones around clinics that provide abortion services - update**

The Policy and Sustainability Committee at its meeting on 23 February 2021 considered a petition – Introduce buffer zones around clinics that provide abortion services.

The petition called on the Council to ask the Minister for Public Health, Sport and Wellbeing, to introduce buffer zone legislation to protect women in Edinburgh from harassment outside hospitals and clinics. The petition received 4880 signatures.

As agreed at Committee, the Council Leader wrote to COSLA's Community Wellbeing Spokesperson to seek a COSLA mandate from Councils across Scotland for a national position encouraging the Scottish Government to use any required statutory instruments to implement buffer zones at all clinics across Scotland.

The COSLA Community Wellbeing Board considered the matter and elected members noted and agreed legal advice provided from SOLAR (Society of Local Authority Lawyers and Administrators in Scotland) that councils are unable to establish local bye laws for buffer zones and that further discussions require to be held with the Scottish Govt to progress this matter at an official level.

Following the Board meeting, COSLA officials met with Scottish Government officials, it was agreed that the Scottish Government require to obtain their own legal advice and further meetings are required on this matter involving COSLA, Scottish Government and local authority SOLAR representatives from the City of Edinburgh Council and Glasgow City Council.

Alongside the petition a report was also submitted to the Policy and Sustainability Committee in February to provide background information. Under 4.8 of that report references was made to a survey carried out in partnership between the Chalmers Centre operated by NHS Lothian and the City of Edinburgh Council over April, May and June 2020.

The results of the survey outlined in the report indicated 56% of the people surveyed entering the clinic felt very uncomfortable due to the presence of the protesters and that 9% thought it was a civil right of the protesters to voice their opinions. Whilst the results reported above are accurate, it should be noted, that the figures presented correlate only to

the period of the survey covering April, May and June 2020, further information received from NHS Lothian indicates the survey ran for a further four months until October 2019, several months after the end date presented in the report.

The figures therefore outlined in the February 2021 report were based on 54 responses received for the period April to June 2019, however the total number of responses now reported by the Chalmers Centre totals 190 and includes those received for the period July to October 2019. The Council has not received a breakdown of the responses from this further period from NHS Lothian.

A further discrepancy was noted in the year the survey was undertaken which was reported as 2020, which is incorrect, as the survey was completed in 2019.

It is also noted that the Council has received a complaint about the allegations contained in the petition and, as advised at Committee, these allegations were not verified. The petitions guidance will now be updated to ensure there is clarity on the verification process.

#### **Forthcoming activities:**

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# Policy and Sustainability Committee

10.00am, Thursday 10 June 2021

## Police Scotland – City of Edinburgh Division Update

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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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](mailto:gavin.king@edinburgh.gov.uk) | Tel: 0131 529 4239

## Police Scotland – City of Edinburgh Division Update

### 2. Executive Summary

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- 2.1 This report provides the update for April 2020 to March 2021 from Police Scotland on the City of Edinburgh division.

### 3. Background

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- 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

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- 4.1 This report covers the period April 2020 to March 2021 and is part of a regular update from the divisional commander to the Policy and Sustainability Committee.

### 5. Next Steps

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- 5.1 Not applicable.

### 6. Financial impact

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- 6.1 Not applicable.

### 7. Stakeholder/Community Impact

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- 7.1 Not applicable.

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

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- 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](#)
- 8.5 Policy and Sustainability Committee 1 December 2020 – [Police Scotland – City of Edinburgh Division Update](#)
- 8.6 Policy and Sustainability Committee 23 February 2021 – [Police Scotland – City of Edinburgh Division Update](#)

## **9. Appendices**

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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 - March 2020/21



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# Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division Scrutiny Report for April 2020 – March 2021.

This report reflects the activity undertaken by my staff and officers in a truly extraordinary year and is presented just as we move into Level 2 of lockdown easing with the welcome return of many vital aspects of normal life, such as meeting loved ones indoors, only possible due to the commendable perseverance and discipline of the public, police and partners in working together.

Last year, the capital's famed hosting of visitors, events and night-time economy was virtually non-existent and consequently, throughout that period, policing had to quickly adapt to dealing with 'business as usual' alongside the new coronavirus legislation powers. Our performance shows significant reductions in recorded crime and an increase in detection rates, however the influence of the pandemic does not diminish the work that goes into solving and preventing crimes and I commend my staff and officers for their service. We continuously monitor crime trends to ensure that emerging issues are identified and met with effective intervention.

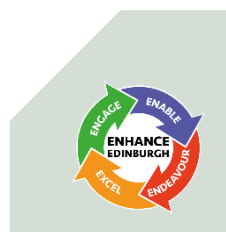
Looking forward, the resumption of the city's day and night-time economy, the right to hold public protests and the return of public events, sports and entertainment will likely see demand return to pre-pandemic levels. As intimated, the absence of these over the last year had a tangible impact on performance and makes comparison to previous years challenging. Therefore, this year we will continue to compare our performance to 5 year averages where possible to ensure that the information we provide you is meaningful.

The coming months will see the additional organisational challenges of planning for events such as the European Football Championships and the 26th Conference of the Parties. We will undoubtedly see protests in the capital aligned with these events and other global issues but we will ensure, through the continued close collaboration with our key partners, stakeholders and Police Scotland national specialist support, that we meet these demands whilst maintaining 'business-as-usual' and focussing on the community priorities within our policing plan. Moreover, this coming year we will support officers with the introduction of body worn video to specialists, expansion of the use of mobile technology, and the implementation of the new national crime recording system, in addition to other projects intended to improve how we deliver our service.

My staff and I take great pride in having been part of a tremendous collective community effort in dealing with this public health crisis and I look forward positively to a different but exciting future in the capital with new possibilities emerging from new ways of working in keeping the people and visitors to our great city safe.



Chief Superintendent Sean Scott  
Divisional Commander  
City of Edinburgh Division





# Summary of Local Policing Priorities

For the reporting period of 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, a total of 43604 crimes were recorded by Edinburgh Division. This is a reduction of 16.7% (8757 fewer crimes) against the five year average and 14.2% (7220 fewer crimes) against last year to date (LYTD). Solvency has increased by 5.1% over the same five year period to 56.9%. 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 has reduced by 1.0% (9 fewer crimes) against the 5 year average and by 19.0% (200 fewer crimes) against LYTD.

Murder has reduced by 54.5% (2 fewer crimes) against the 5 year average. Attempted murder has increased by 2.5% (1 fewer crime) against the 5 year average.

Serious assaults have reduced by 37.9% (145 fewer crimes) against the 5 year average and by 32.5% (115 fewer crimes) against LYTD.

Common assault (including emergency workers) has reduced by 18.9% (1212 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 12.6% (292 more crimes) against the 5 year average.

## Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has reduced by 30.8% (5738 fewer crimes) against the 5 year average and by 24.5% (4204 fewer crimes) against LYTD.

Domestic housebreaking has reduced by 65.4% (1031 fewer crimes) against the 5 year average and by 49.1% (527 fewer crimes) against LYTD. Motor vehicle crime has reduced by 41.6% (1127 fewer crimes) against the 5 year average and by 31.1% (713 fewer crimes) against LYTD.

Theft from a lockfast place (excluding motor vehicles / dwellings) has reduced by 40.7% (125 fewer crimes), theft shoplifting reduced by 35.7% (1444 fewer crimes), and common theft reduced by 47.8% (2373 fewer crimes). Fraud has increased by 52.7% (653 more crimes).

## Dealing with Disorder and Antisocial Behaviour

Overall antisocial behaviour has increased by 21.8% (8460 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, which were not previously recorded in 2019-2020.

Overall Group 4 crimes (including vandalism, malicious mischief and fire-raising) have reduced by 20.5% (1170 fewer crimes) against the 5 year average. Vandalism has reduced by 24.4% (1225 fewer crimes) over the same period.

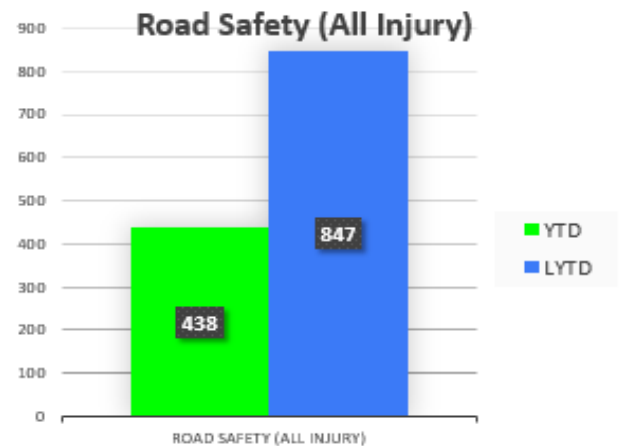
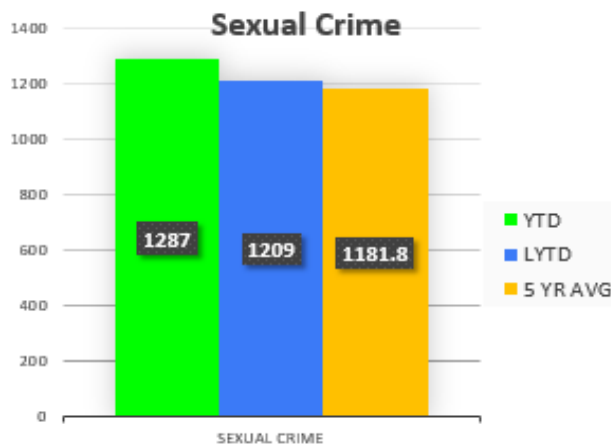
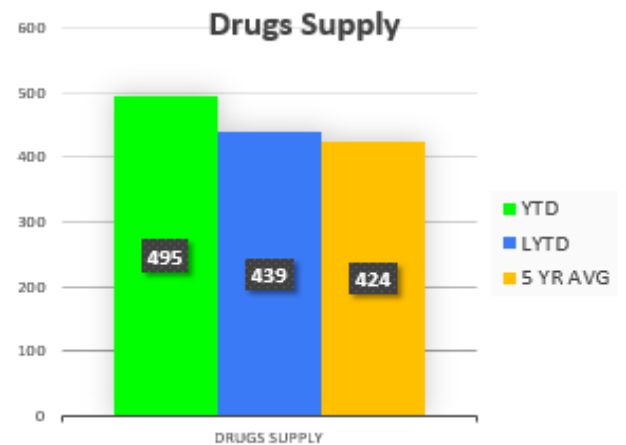
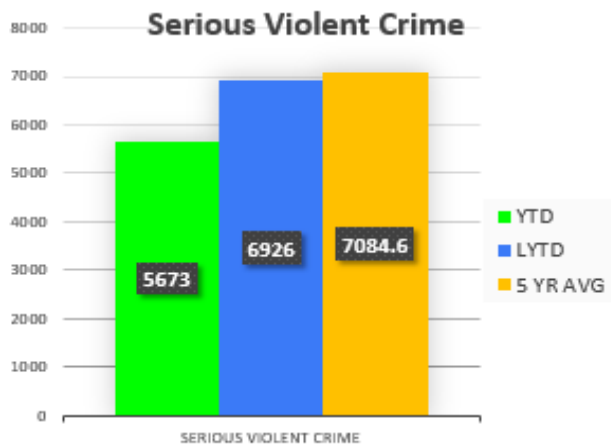
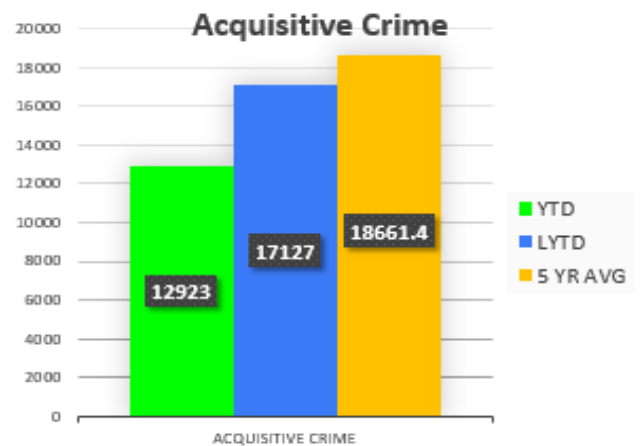
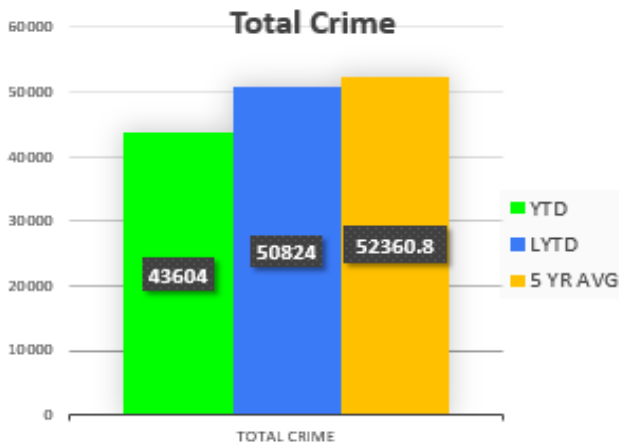
## Making Our Roads Safe

Offences in relation to driving and the use of motor vehicles have reduced by 12.9% (1047 fewer offences) compared to the 5 year average and reduced by 14.2% (1171 fewer offences) against LYTD. There have been 3 fatal collisions, which is unchanged against LYTD. There has been a reduction of 35.4% (68 fewer collisions) in serious injury collisions and a reduction of 52.3% (341 fewer collisions) in those resulting in slight injury compared to LYTD.



# 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 – March 2020/21	850	70.1%
April – March 5 year average	859	68.8%
% change from 5 year average	-1.0%	+1.4%

- Overall Group 1 violent crime has reduced by 1.0% (9 fewer crimes) against the 5 year average and by 19.0% (200 fewer crimes) against LYTD.
- S.1 Domestic Abuse Scotland Act offences have reduced by 40.6% (68 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 16.7% (144 fewer crimes) against the 5 year average.
- Solvency has increased by 1.4% to 70.1% 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.
- 2 murders have been recorded this year, which is 2 fewer than the 5 year average and has reduced by 66.7% (4 fewer crimes) against LYTD.
- 25 attempted murders have been recorded this year, which is 1 more than the 5 year average and 3 more than LYTD.
- Serious assaults have reduced by 37.9% (145 fewer crimes) against the 5 year average and by 32.7% (115 fewer crimes) against LYTD.
- Robbery has reduced against the 5 year average by 20.8% (52 fewer crimes) and by 23.7% (62 fewer crimes) against LYTD.

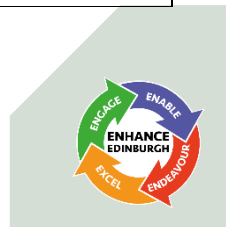


### QUOTE

#### Detective Chief Inspector Graham Grant:



***“As the DCI leading our investigative response to violence, I am encouraged with the division’s performance around Group 1 crime, particularly during a challenging year with the Covid-19 backdrop. Robbery and serious assault are two of the most challenging crime types to investigate, and our performance in these areas has been particularly positive.*”**

***The consequence of various lockdowns has seen a displacing effect on crime. Increased numbers of offences have taken place behind closed doors, which provides greater investigative challenges. We have addressed this effectively, targeting those responsible for violent crime, and providing support to our victims.”***



**Group 2 crime includes:**

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

	Group 2 Recorded Crime	Group 2 Solvency
		
April – March 2020/21	1287	62.0%
April – March 5 year average	1182	56.5%
% change from 5 year average	+8.9%	+5.5%

- Overall Group 2 sexual crime has increased by 8.9% (105 more crimes) against the 5 year average and by 6.5% (78 more crimes) against LYTD.
- The increase in recorded crime has been influenced by the offence of Communicating Indecently. This has increased by 30.3% (37 more crimes) compared to the 5 year average and by 19.4% (26 more crimes) against LYTD. Communications offences of all types, which are most commonly committed via electronic and online communications, have increased this year. This is reflective of the wider national picture.
- Solvency has increased by 5.5% against the 5 year average and by 6.3% against LYTD.
- Rape has increased by 30.4% (60 more crimes) against the 5 year average and by 45.8% (81 more crimes) against LYTD. The increase in reports of rape is the consequence of a number of proactive operations into non-recent sexual offences.
- Sexual assaults have reduced by 16.4% (57 fewer crimes) against the 5 year average and reduced by 22.8% (86 fewer crimes) against LYTD.



**CASE STUDY**

**Investigation into Dylan Williamson:**

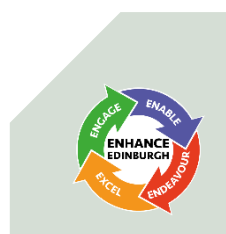
Dylan Williamson preyed on two victims, whose nights out culminated in them being subjected to serious sexual offences.

Williamson was local to the Edinburgh area and relatively unknown to police. He was employed as a lifeguard at a local leisure centre.



Through diligent and sensitive engagement by specialist officers, both victims found the courage to progress with their reports. Both of Williamson’s victims were young, so it was critical to have partner agencies involved from the outset to ensure their welfare and wellbeing was considered throughout the investigation.

Williamson’s modus operandi was to prey on young vulnerable females under the influence of alcohol, whilst he remained coherent, attending after parties to identify his targets. His conduct appeared to have gone relatively unnoticed and was perceived to be due to his keen interest in personal fitness. This provided him with a guise, affording him the opportunity to identify and attack his victims.

Williamson was found guilty of the rape of both victims at the High Court in Edinburgh on 10<sup>th</sup> February 2021. He was sentenced to 6 years imprisonment and ordered to be kept under supervision for 3 years after his release. His inclusion on the Sex Offenders Register will be indefinite.



## Reducing Drug Harm and Targeting Supply

Drug Supply crime includes:	Drug Supply Recorded Crime	Drug Supply Solvency
<ul style="list-style-type: none"> <li>• Manufacture or cultivation of drugs</li> <li>• Supply of drugs to another (including intent)</li> <li>• Bringing drugs into prison</li> </ul>		
April – March 2020/21	495	75.8%
April – March 5 year average	424	85.5%
% change from 5 year average	+16.7%	-9.7%

- Total drug crime has increased by 12.6% (292 more crimes) and solvency has increased by 1.8% to 94.9% against the 5 year average.
- Production, manufacture or cultivation of drugs has increased by 17.8% (9 more crimes) and solvency has reduced by 1.6% to 94.7% against the 5 year average
- Supply of drugs has increased by 45.3% (133 more crimes) and solvency has reduced by 18.5% to 74.6% against the 5 year average. The reduction in solvency is largely due to the pending forensic analysis of controlled substances and electronic devices.
- Possession of drugs has increased by 11.0% (207 more crimes) and solvency has increased by 5.2% to 100.1% against the 5 year average.
- Bringing drugs into prison has reduced by 85.4% (90 fewer crimes) and solvency has reduced by 26.7% to 25.0% against the 5 year average. This reduction is a consequence of reduced visitor numbers to the prison.
- 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.

## Reducing Drug Harm



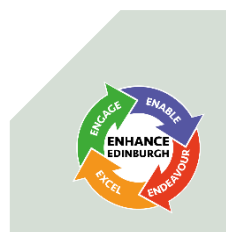
### TARGETING SUPPLY

#### Detective Inspector Robert Campbell:

***“Over the last quarter our investigative efforts have continued to identify those involved in Serious and Organised Crime within Edinburgh, targeting those ensconced within our society that use fear and intimidation to further their criminal exploits to the detriment of local residents. Our efforts have seen significant recoveries of class A and class B controlled drugs, which is reflected in the increase in drug supply statistics.***

***Our targeted approach has seen a number of significant arrests of crime group principals, impacting heavily on the organising and distribution of drugs within the division. Our enquiries have also identified numerous cannabis cultivations within the city, which themselves have placed the lives of many in danger due to the elaborate manner cultivations are assembled. Significant and sustained resourcing identified 10 cultivations with £1.5m of cannabis recovered along with the arrest of 7 individuals, many of whom were subsequently supported as Potential Victims of Trafficking.***

***This approach in targeting those directing and controlling Serious and Organised Crime demonstrates our commitment to not only robust enforcement, but towards a strategy that recognises the victims at the heart of these drug networks, with a careful and considered approach, utilising the support of key partners to ensure the safety and wellbeing of all.”***



# Targeting Housebreaking and Acquisitive Crime

## Group 3 crime includes:

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

### Group 3 Recorded Crime

### Group 3 Solvency



	Group 3 Recorded Crime	Group 3 Solvency
April – March 2020/21	12923	27.2%
April – March 5 year average	18661	26.3%
% change from 5 year average	-30.8%	+0.9%

- Acquisitive crime has seen a reduction of 30.8% (5738 fewer crimes) against the 5 year average and a reduction of 24.5% (4204 fewer crimes) against LYTD.
- Overall housebreaking, which includes domestic premises, businesses, sheds and garages has reduced by 44.4% (1354 fewer crimes) against the 5 year average and has reduced by 20.6% (439 fewer crimes) on LYTD.
- Domestic housebreaking has reduced by 65.4% (1031 fewer crimes) against the 5 year average and by 49.1% (527 fewer crimes) on LYTD. Solvency has increased by 4.8% against the 5 year average and by 6.5% against LYTD.
- Motor vehicle crime has reduced by 41.6% (1127 fewer crimes) against the 5 year average and by 31.1% (713 fewer crimes) against LYTD.
- Shoplifting has reduced by 35.7% (1445 fewer crimes) against the 5 year average, whilst common theft has reduced by 47.8% (2373 fewer crimes) against the 5 year average.
- Fraud has increased by 52.7% (653 more crimes) against the 5 year average, which is reflective of a wider national trend.



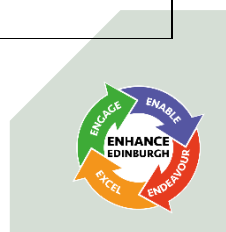
## QUOTE

### Detective Inspector Kevin Tait:

***“I am pleased to report the 2020/21 year ended with significant progress made into the commission rates for acquisitive crime across Edinburgh Division. Year on year we have continued to see the rates fall for acquisitive crime, and this year has been no different in terms of the reduction, although we have seen a significant demographic change in people’s lifestyles due to the global pandemic, which impacts the opportunistic nature of this crime type.*”**



***In addition to the daily reactive business of our dedicated Community Investigation Unit, who are responsible for the investigations of housebreakings and vehicle crime, we have and will continue to proactively target identified organised groups of housebreakers from across the city. This corresponds with our increased detection rates, which also in turn allows us to put in place partnership measures with these individuals in order to try and divert them away from offending and the criminal justice system.***

***Alongside our investigatory departments, our Preventions and Interventions Department continue to promote preventative measures for acquisitive crimes through our social media strands and neighbourhood watch contacts. I firmly believe that prevention is as vital as detection, and that working jointly alongside our partners and communities that we serve, I would hope to see this trend continue into 2021.”***



**Group 4 crime includes:**

- Culpable and reckless conduct
- Vandalism
- Fire-raising

	ASB Group Recorded Incidents	Group 4 Crime
		
April – March 2020/21	47209	4526
April – March 5 year average	38749	5696
% change from 5 year average	+21.8%	-20.5%

- Anti-Social Behaviour (ASB) incidents have increased 21.8% (8460 more incidents), however overall Group 4 crime has reduced by 20.5% (1170 fewer crimes) against the 5 year average.
- Fireraising has reduced by 16.4% (43 fewer crimes) against the 5 year average.
- Vandalism has reduced by 24.4% (1225 fewer crimes) against the 5 year average, and solvency has increased by 4.8% to 21.4%.
- Public nuisance incidents have increased by 122.9% (11251 more incidents) on LYTD, whilst neighbour disputes have increased by 30.9% (609 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

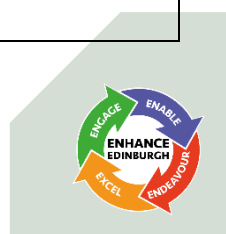


**QUOTE**

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.

**PC Graeme Buchan – The VOW Project:**

*“Through our daily Operation Threshold work we identified a 34 year old female who experienced a near fatal drug overdose resulting in CPR and several doses of Naloxone being administered. We engaged with her through assertive outreach work alongside the NHS Harm Reduction Team. Peer Mentor Julie-Ann Graham was able to show empathy and very quickly established a relationship and gained the female’s trust and confidence. Following this, Julie-Anne provided valued follow up care to make significant therapeutic connections, both during VOW working hours and also by supporting her with telephone contact in the evenings. The female was encouraged to engage positively with Harm Reduction Team services. This resulted in her being registered with a GP which led to the provision of physical and mental health assessments and receiving Drug Treatment Therapy. We were able to arrange for rehabilitation services for our client and she was provided with train tickets, funded by Streetwork, to her new accommodation and treatment centre in England. This range of positive outcomes clearly highlights the benefits of the police officer and peer mentor team, working alongside partners in the NHS and the third sector to reduce harm to people in Edinburgh.”*



## Operation Proust



### KEY FACTS

#### CI Sarah Taylor – North-West Edinburgh Area Commander:

Operation Proust was launched in response to an identified rise in youth related anti-social behaviour and disorder incidents aimed towards Edinburgh transport providers, most notably, Lothian Buses across Edinburgh.

These incidents impacted all aspects of our local communities, not just drivers and passengers but also the wider public through service disruption and the withdrawal of services from key routes on a number of evenings in March and April. The criminality involved included objects being thrown at buses while in transit, young people holding onto the rear of buses whilst the vehicle was in motion and interference with engine compartments whilst vehicles were stationary. Over the 6 week period of the operation, 127 incidents relating to Proust were investigated and 38 children and young people were charged with a variety of offences.

The initiative tackled all aspects of this sustained culpable and reckless behaviour by coordinating an operational and partnership response that involved the commitment of a number of key stakeholders, including City of Edinburgh Council, Education, Lothian Buses, Youth Justice partners, Youth Service providers and Crimestoppers.

The operation had two key aims, namely the co-ordinated investigation of incidents, ensuring a consistency in approach across the city, and to achieve a long term change in behaviour through prevention and early intervention activity. This latter aim was the cornerstone of Operation Proust, and activities delivered included the following:

- Presentation of educational inputs to S1-S3 pupils at 24 schools across Edinburgh by Lothian Buses and Police.
- Creation of Diversionary Workshops as part of the restorative justice process which will see young people attend at Lothian Bus Depots in a planned programme of events to educate and change behaviours.
- Engagement with youth service providers to embed prevention and diversionary activities relating to transport anti-social behaviour in future work.
- The completion of Environmental Audits in known hot spot areas across the City with commitment to undertake recommendations from Community Improvement Partnerships.



*Community Officers working with Lothian Buses staff to prevent disorder.*

To assist in the delivery of a more strategic approach to these issues, a city wide Community Improvement Partnership was established in April.

In the 4 week period since the operation concluded, recorded incidents have fallen by 80%.





Operation Epanodos



KEY FACTS

**CI Samantha Ainslie – South-East Edinburgh Area Commander:**

As a large, open and easily accessible green space, the Meadows is routinely utilised by a range of individuals, including local residents, families, and young people, and whilst the vast majority have done so without any cause for concern, disappointingly there have been instances of anti-social behaviour and disorder, most markedly, over the Easter weekend.

In response, Edinburgh Division enhanced our dedicated high visibility mobile and foot patrol patrols with resources drawn from across Police Scotland's specialist resource cadres, which included the Flexible Response Unit and our Mounted Section. This deployment was also complemented by a suite of measures agreed at South East's Community Improvement Partnership, comprising engagement with local retailers, access to City of Edinburgh Council's (CEC) CCTV van, enhanced cover from CEC's Street Enforcement Officers, Park Rangers and Street Cleansing, third sector youth engagement provision (6VT), Street Assist and increased opening hours of the on-site toilets.

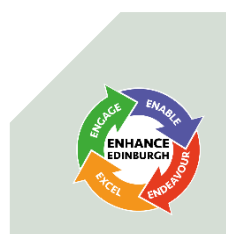
In addition to which, I adopted a prevention focused communication strategy, with messaging shared across partnership networks, including British Transport Police colleagues, transport providers (buses / trams / trains), School Link Officers, Edinburgh University and youth engagement service providers throughout the city and across other local policing divisions. With community concerns remaining a priority, I also shared Edinburgh Division's policing commitment during on-line community meetings.

These behaviours will not be tolerated, and to identify those individuals, who had very obviously attended at the Meadows over the Easter weekend for the express purpose of causing disorder, Edinburgh Division established a dedicated investigative response, formed from CID and local community based resources, and I am pleased to report that 14 individuals have now been identified, charged and reported to the Procurator Fiscal.

We are never complacent when dealing with anti-social behaviour, and this enhanced provision will remain over future weekends, and having already liaised with senior colleagues from City of Edinburgh Council, Edinburgh Division remain grateful for their continued support.





*Inspector Norman Towler and Mounted Officers carried out high visibility patrols at The Meadows.*



**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
		
April – March 2020/21	7062	83.9%
April – March 5 year average	8109	84.5%
% change from 5 year average	-12.9%	-0.6%

- Group 7 crime has reduced by 12.9% (1047 fewer crimes) and solvency has reduced by 0.6% to 83.9% against the 5 year average.
- Dangerous driving offences have increased by 38.2% (81 more crimes) against the 5 year average.
- Driving without a licence offences have increased by 22.3% (108 more crimes) against the 5 year average.
- Driving without insurance offences have increased by 33.0% (437 more crimes) against the 5 year average.
- There have been 3 fatal collisions, which remains unchanged from LYTD. There has been a reduction of 35.4% (68 fewer collisions) in serious injury collisions and a reduction of 52.3% (341 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 increased reporting in the above listed crime types.

Road Policing in Edinburgh



**KEY FACTS**

**Sgt Andrew Trotter – Roads Policing Unit:**

*“With road use building again, the focus of Road Policing remains on protecting all road users, but particularly the most vulnerable.*




*Specially-trained officers, working with our partners at the East Safety Camera Unit, are deploying the Ranger Speed Bike at pre-selected locations in support of City of Edinburgh Council's Spaces For People initiative.*

*Our Operation Close Pass work helps protect Edinburgh's burgeoning cycling community through appropriate driver engagement & enforcement. An example of our ongoing driver education program is PC Stewart Sinclair's current series of New Driver Early Intervention Scheme interactive presentations being delivered, via MS Teams, to 5th & 6th year pupils in Edinburgh.”*



The Ranger Motorcycle, being used here on Portobello High Street, can be deployed across the city in order to detect and deter speeding.



	All Domestic Abuse Incidents	Domestic Crimes	Domestic Abuse Solvency
			
April – March 2020/21	5773	3379	70.3%
April – March 5 year average	5535	3587	64.6%*
% change from 5 year average	+4.3%	-5.8%	+5.7%

\* no 5 year average figures are available, so LYTD used

- Domestic abuse incidents have increased by 4.3% (238 more incidents) against the 5 year average.
- Domestic crimes have reduced by 5.8% (208 fewer crimes) against the 5 year average.
- Solvency has increased by 5.7% to 70.3% 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.
- There has been an increase in referrals from Shakti via the Equally Safe Edinburgh Committee, as a result of more frequent communication through regular Microsoft Teams meetings. The increase in referrals has not translated into more recorded crime, with Honour Based Abuse assessments frequently being conducted from a safeguarding perspective only.

## Domestic Abuse

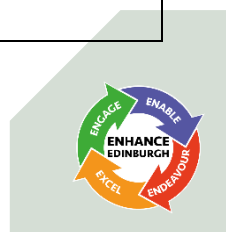





QUOTE

DCI Iain Ramsay – Public Protection Unit:

***“The impact of lockdown and Covid-19 on levels of domestic abuse cannot be accurately predicted given the unprecedented nature of the pandemic. Academic research indicates that reports of domestic abuse are likely to increase dramatically as the UK emerges from lockdown, which can be attributed to a number of factors. Separation, which is one such factor, is widely acknowledged as a time when perpetrators are more likely to display significant abusive behaviours, including stalking and violence, at which the risk of serious harm to a victim is considered particularly high. The easing of lockdown is expected to result in a rise in separations that have been delayed as a consequence of the restriction of movement.***

***Whilst early indications are that Edinburgh Division has not yet seen a significant increase in reports of domestic abuse as lockdown restrictions are eased, we are very aware of the significant increased demand on our partner agencies such as Edinburgh Womens Aid, EDDACS and Shakti. The Edinburgh Domestic Abuse Investigation Unit continue to scrutinise levels of reported and unreported abuse through close engagement with these agencies and through a variety of processes in order to mitigate risk to victims at the earliest stage.”***



	All Hate Incidents	Hate Incidents Where a Crime Is Recorded	Hate Crime Solvency
			
April – March 2020/21	1180	967	61.5%
April – March 5 year average	1287	1118	57.5%*
% change from 5 year average	-8.3%	-13.5%	+4.0%

\* no 5 year average figures are available, so LYTD used

- Hate incidents have reduced by 8.3% (107 fewer incidents), while incidents where a hate crime is recorded have reduced by 13.5% (151 fewer incidents) compared to LYTD.
- Solvency for hate crime has increased by 4.0% compared to LYTD.
- Racially aggravated crimes have reduced by 12.9% (111 fewer crimes) compared to LYTD, and crimes aggravated by sexual orientation have reduced by 22.7% (49 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.

## Engagement and Support During the Pandemic



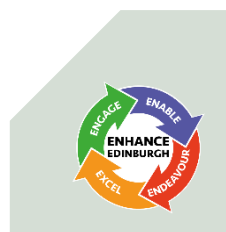
### QUOTE

**Debbie Forsyth, Project Coordinator for Gig Buddies:**

***“Gig Buddies, along with Thera Trust, supports adults with a learning disability. Our Q&A session with the police was a great opportunity for our members to have an informal chat with the Police Scotland team. It was a really positive session, members were able to ask any questions they had without any agenda from us, and there was lots of good information shared. There was a great rapport between our members and Marc and Davie (PCs Marc Bell and David Clark, PIP). There were plenty laughs as well as serious discussions.***

***Based on the discussions at the Q&A session we plan to host future sessions with Police Scotland on specific topics around staying safe. The next topic is a specific Hate Crime input. The positive experience from the first session will be a great foundation for building good relationships between Gig Buddies members and Police Scotland in the future. It was really valuable for us as project coordinators as we got to hear direct from our members their concerns and thoughts around online safety and the issues they face in their day to day lives.***

***During the session we also found out about Third Party Reporting via questions from one of members and we are now planning on having Third Party Reporting training with Police Scotland. The Gig Buddies staff team and members are all looking forward to the next session.”***



# Needs of Local Community

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

## Preventative Approaches and Local Partnerships



### SPOTLIGHT ON SOUTH WEST

#### Reducing Drug Harm & Targeting Supply

In response to the divisional drug strategy, the South West LAVRU (Local Alcohol & Violence Reduction Unit) have continued to focus and prioritise the gathering of intelligence in the area in an effort to tackle the harm caused by substance misuse. As a result of the continued proactivity and excellent investigative work by the LAVRU, the following results have been achieved since the last report:

- Numerous drugs warrants have been executed at various address across the area, resulting in recoveries of heroin, cocaine, cannabis, diazepam and alprazolam, amounting to a potential street value of over £52,000.
- 20 persons charged in relation to various drugs offences.
- Engagement with CID continues to build on the intelligence picture and support wider investigations.

#### Tackling Antisocial Behaviour

**SAUGHTON PARK** – Following an increase in disorder and damage, a joint approach with police, Edinburgh Council, youth providers, and volunteers was undertaken. Work was carried out which included high visibility patrols, police being provided access out of hours, and a crime prevention survey. Recommendations were implemented along with a clean-up of the park (removing potential missiles) by volunteers, which all led to a significant reduction in calls and damage.

**CRAIGLOCKHART HILL** – This area has previously been known for young persons to congregate and drink alcohol. Proactive patrols were carried out alongside SW CPT (Community Policing Team) to disperse. Although initially faced with parents who were difficult to engage with, through continued efforts highlighting the community impact, the situation was resolved to the satisfaction of the residents.

**OPERATION HAREFIELD** – Between 27<sup>th</sup> March and the 4<sup>th</sup> April 2021, the South West Community Policing Team were engaged with Operation Harefield.

The focus of this Operation was around wildlife and livestock crimes, including dog walker education. Over the last 12 months Edinburgh has seen an increase in reported cases of sheep worrying, predominantly in the Pentland Hills Regional Park. This has been as a direct result of the increased visitor numbers in the park due to the Covid-19 restrictions.

One person was charged with a livestock related offence. Positive feedback on the operation was provided by partners, landowners, and the Pentlands Rangers.



*South West Community Officers patrolling The Pentlands*



# 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 March 2021 are provided below:

	Adequately Updated	Treated Fairly	Treated with Respect	Overall Satisfaction
March 2021	59.5%	65.9%	84.1%	72.4%
Force	58.0%	67.4%	80.9%	71.0%

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

## Community Engagement – North West



### DIVERSIONARY PROJECTS

#### Community Pedal Bicycle Recycling Scheme:

This scheme was initiated by Sergeant Aaron Chadha and the North West Community Team after developing strong relationships with Granton Youth, Electric Cycle Company, and Bridge 8 Hub. The aim was to direct unclaimed bikes held at Police Scotland away from the traditional route of auction, and instead to redistribute them to Bridge Hub 8 for community use.

The bikes are stored, audited and repaired prior to being allocated back into the North Edinburgh Neighbourhood monthly bike sale. From inception the partnership agreed local young people and families would benefit from diversionary activities with the financial proceeds via a Community Pot.

Police Scotland initially funded the concept with North West's allocation of Partnership money to purchase bike maintenance equipment, enabling bikes to be repaired at the workshop and to deliver maintenance training to young people.

During the initial phase of the project, 64 bikes were identified through Edinburgh Productions staff and community officers, and were secured in storage at Bridge 8 Hub. The project is starting to demonstrate the immediate impact being made, with 12 bikes having been donated to young people and families in North Edinburgh.

£1100 has been raised for the community pot that allows Granton Youth Centre and other youth agencies opportunities to deliver diversionary activities across North Edinburgh. As restrictions ease, the focus will turn to delivering professional training and accreditation, allowing youth workers to deliver their own Sustainable Outdoor Activity Provision. Funds from the bike sale have sponsored the running of two [Scottish Cycling Ride Leader](#) Courses and a Mountain Training [Lowland Leader award](#). Cycle maintenance classes will commence once restrictions ease, with the aim of offering 4 free cycle maintenance classes over the next six months for up to 24 local people.



# Positive Working Environment

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

## Positive Working Environment



### KEY FACTS

#### Training & Development

- Enhance Edinburgh Group re-launched and to be chaired by CI Sarah Taylor. A new Enhance Sharepoint site is being developed.
- New divisional process to be developed for individuals returning to work following absence of 6 months or more. Settle-in period to be offered to support officers back into their role.
- Development Day – planning is underway for a new divisional personal development day.
- Inputs relating to incidents involving firearms took place in April via MS Teams for response Sgts and Inspectors.
- Planning is currently underway for an Acting Sergeant Training day.
- Edinburgh Division has facilitated access to departments and staff to seven Edinburgh University Criminology Masters students for various research topics including cybercrime, Covid-19 response, and missing persons.
- Driver training recommenced on 26<sup>th</sup> April.
- MS Teams crime prevention and personal safety inputs are being planned, with the Preventions, Interventions & Partnerships team (PIP) delivering the advice to the Crown Office & Procurator Fiscal Service as part of their staff wellbeing initiative.

#### Social Media & Communications

- Social media content is planned for various campaigns including:
  - Labour Exploitation Campaign.
  - Shut Out Scammers.
  - Rape campaign.
- Pedal Protect – Acquisitive crime campaign, tackling the rising number of bike thefts across the country. A video is to be produced and publicised via social media channels.
- LGBT Charter – Video input from Supt Robinson for internal use.
- LGBT Charter SharePoint page created for internal communications.
- Facebook Live Q&A – Monthly events on Facebook with the PIP.
- Sharepoint features produced for Police Mutual Stress Awareness support, Divisional Award Winners and wellbeing articles.

#### Wellbeing

- National Eleos Mental Health Training was rolled out across all Divisions in April 2021.
- An initial proposal has been submitted for a North West Wellbeing Event. One week at Drylaw and one week at Corstorphine, with various wellbeing inputs each day.
- The St Leonards Cycling Survey has concluded and a report will be collated to assist with a Cycling Scotland grant application.
- Little Things Wellbeing Initiative now concluded. Significant improvements and purchases have been highlighted on the Edinburgh Division Sharepoint.
- Wellbeing articles featured on Divisional Intranet and station wellbeing boards.



# Sustainable and Adaptable Service

Police Scotland is sustainable, adaptable and prepared for future challenges

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

## Divisional Change Board



### KEY FACTS

#### Mobile Devices

- The second phase of mobile device training will launch in June. This will see officers in CID and public protection roles receive mobile devices, and for those whose role involves extensive statement taking they will receive a tablet device as well. In addition to the CID officers, devices will also be issued to some specialists and special constables who were not included in the phase one rollout. This supports the national digitally enabled policing programme and realises efficiencies that reduce the amount of time spent on administrative tasks and maximises officer availability.

#### Core Operating Solutions

- Testing of the new national crime and case system is reaching its conclusion and a phased deployment across the country will start in June.
- E division is supporting the development of the national crime system through provision of specialists from the Recorded Crime Management Team to the testing programme.
- The national crime system is expected to deploy in E division at the start of 2022 and planning for training and rollout has commenced.
- E Division is participating in the national discussions around standardising crime management processes across the country.

#### Operation Talla

Since the last report the nation has moved from level 4 to level 2. The relaxation of restrictions brings some welcome return to many normal aspects of day-to-day life. It is not though a complete return to normality, and there is still a need to take reasonable precautions to protect the public, our staff and partners.

- Lateral flow testing has been made available to staff and officers. This was originally introduced within C3 division to ensure business continuity but is now rolling out to staff for use before attending certain training courses where social distancing is either limited or impossible. The ability to conduct tests prior to training allows another layer of security to prevent the risk of infections.
- Rollout of PPE to all front line officers has taken place and we continue to test and fit PPE to officers as required. The Divisional Coordination Unit are co-ordinating provision of PPE.
- The rollout of a new FFP3 mask referred to in the last report has been completed, providing security in supply of FFP3 masks in the long term.
- Provision for working from home, where possible, has been implemented. All outstanding requests to work from home have been reviewed. Adapting to a new working normal, provision of headsets, webcams and access to MS Teams software allows us to engage safely with our partners and minimise the need for travel between locations to conduct our business.





Overall Recorded Crime					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	30,045	25,323	-15.7	30,975.2	-18.2
Group 1-7	50,824	43,604	-14.2	52,360.8	-16.7
Group 1	1,050	850	-19.0	858.6	-1.0
Group 2	1,209	1,287	6.5	1,181.8	8.9
Group 3	17,127	12,923	-24.5	18,661.4	-30.8
Group 4	5,308	4,526	-14.7	5,696.0	-20.5
Group 5	5,351	5,737	7.2	4,577.4	25.3
Group 6	12,546	11,219	-10.6	13,277.0	-15.5
Group 7	8,233	7,062	-14.2	8,108.6	-12.9

Overall Solvency Rates					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	39.7	45.2	5.5	37.1	8.1
Group 1-7	52.5	56.9	4.3	51.8	5.1
Group 1	67.9	70.1	2.2	68.8	1.4
Group 2	55.7	62.0	6.3	56.5	5.5
Group 3	26.1	27.2	1.2	26.3	1.0
Group 4	19.6	24.7	5.1	17.6	7.1
Group 5	94.1	94.5	0.4	94.7	-0.1
Group 6	65.6	66.1	0.5	65.9	0.1
Group 7	79.6	83.9	4.3	84.5	-0.6



Group 1 – Non Sexual Crimes of Violence - Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Group 1 Total</b>	1,050	850	-19.0	858.6	-1.0
Murder	6	2	-66.7	4.4	-54.5
Culpable Homicide	6	3	-50.0	2.8	7.1
S1 Domestic Abuse	203	135	-33.5	40.6	232.5
Att Murder	22	25	13.6	24.4	2.5
Serious Assault	352	237	-32.7	381.8	-37.9
Robbery	262	200	-23.7	252.4	-20.8

Group 1 – Non Sexual Crimes of Violence – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Grp 1 Total</b>	67.9	70.1	2.2	68.8	1.4
Murder	116.7	100.0	-16.7	100.0	-
Culpable Homicide	100.0	100.0	0.0	78.6	21.4
S1 Domestic Abuse	62.1	72.6	10.5	62.1	10.5
Att Murder	95.5	84.0	-11.5	92.6	-8.6
Serious Assault	72.4	80.2	7.7	72.7	7.5
Robbery	69.5	78.0	8.5	66.5	11.5



Group 2 – Sexual Crimes – Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 2</b>	1,209	1,287	6.5	1,181.8	8.9
Rape	177	258	45.8	197.8	30.4
Sexual Assault	378	292	-22.8	349.4	-16.4
Lewd & Libidinous	130	139	6.9	108.6	28.0
Indecent Communications	134	160	19.4	122.8	30.3
Threat/Disclose Intimate Image	55	62	12.7	29.0	113.8

Group 2 – Sexual Crimes – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 2</b>	55.7	62.0	6.3	56.5	5.5
Rape	53.7	61.2	7.6	56.4	4.8
Sexual Assault	50.8	56.2	5.4	40.6	15.5
Lewd & Libidinous	70.8	75.5	4.8	62.6	12.9
Indecent Communications	57.5	63.8	6.3	65.5	-1.7
Threat/Disclose Intimate Image	41.8	37.1	-4.7	44.1	-7.0



Group 3 – Acquisitive Crime - Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 3</b>	17,127	12,923	-24.5	18,661.4	-30.8
Housebreaking Dwelling	1,073	546	-49.1	1,576.6	-65.4
Housebreaking Non-Dwelling	607	827	36.2	782.4	5.7
Housebreaking other	453	321	-29.1	688.8	-53.4
<b>Total Housebreaking</b>	2,133	1,694	-20.6	3,047.8	-44.4
OLP Motor Vehicle	640	347	-45.8	907.0	-61.7
Theft of Motor Vehicle	669	567	-15.2	752.6	-24.7
Theft from Motor Vehicle	883	585	-33.7	870.2	-32.8
<b>Total Motor Vehicle</b>	2,294	1,581	-31.1	2,708.2	-41.6
Theft Shoplifting	3,967	2,597	-34.5	4,041.8	-35.7
Common Theft	4,637	2,593	-44.1	4,965.6	-47.8



Group 3 – Acquisitive Crime – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 3</b>	26.1	27.2	1.2	26.3	1.0
Housebreaking Dwelling	28.0	34.4	6.5	29.6	4.8
Housebreaking Non-Dwelling	10.2	12.8	2.6	6.2	6.6
Housebreaking other	37.3	39.6	2.3	32.2	7.4
<b>Total Housebreaking</b>	24.9	24.9	0.0	24.2	0.6
OLP Motor Vehicle	8.0	18.7	10.8	9.2	9.5
Theft of Motor Vehicle	24.5	40.4	15.9	26.9	13.5
Theft from Motor Vehicle	6.5	12.6	6.2	7.5	5.2
<b>Total Motor Vehicle</b>	12.4	23.7	11.3	13.8	9.9
Theft Shoplifting	53.0	49.7	-3.3	55.5	-5.7
Common Theft	15.2	19.9	4.7	14.5	5.5



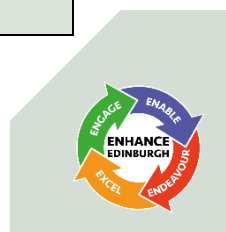
Group 4 – Fire-raising, Vandalism etc. - Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 4</b>	5,308	4,526	-14.7	5,696.0	-20.5
Fire-raising	199	218	9.5	260.8	-16.4
Vandalism	4,694	3,787	-19.3	5,011.6	-24.4
Culpable & Reckless	404	509	26.0	410.4	24.0

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 4</b>	19.6	24.7	5.1	17.6	7.1
Fire-raising	16.6	22.0	5.4	19.8	2.2
Vandalism	18.5	21.4	2.9	16.6	4.8
Culpable & Reckless	34.7	50.7	16.0	28.4	22.3



Group 5 – Other Crimes – Recorded					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 5</b>	5,351	5,737	7.2	4,577.4	25.3
Carry offensive weapon	131	133	1.5	113.6	17.1
Handling bladed/pointed weapon	234	235	0.4	219.4	7.1
Bladed/pointed used in other criminality	186	132	-29.0	90.6	45.7
Total offensive weapon	741	717	-3.2	532.8	34.6
Supply of drugs	439	495	12.8	424.0	16.7
Possession of drugs	2,405	2,090	-13.1	1,883.2	11.0

Group 5 – Other Crimes – Solvency					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Group 5</b>	94.1	94.5	-0.1	94.7	FALSE
Carry offensive weapon	90.8	92.5	-1.2	93.7	-1.2
Handling bladed/pointed weapon	93.2	93.6	0.0	93.6	0.0
Bladed/pointed used in other criminality	74.7	70.5	-4.2	74.6	-4.2
Total offensive weapon	84.8	83.8	-3.6	87.5	-3.6
Supply of drugs	96.4	75.8	-9.7	85.5	-9.7
Possession of drugs	93.3	100.1	5.2	94.9	5.2



Group 6 Recorded Crime					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Grp 6</b>	12,546	11,219	-10.6	13,277.0	-15.5
Common assault	5,686	4,596	-19.2	5,885.0	-21.9
Common assault - emergency workers	597	613	2.7	536.0	14.4
Total Common assault	6,283	5,209	-17.1	6,421.0	-18.9

Group 6 Solvency Rates					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
<b>Total Grp 6</b>	65.6	66.1	0.1	65.9	1.2
Common assault	54.3	55.3	0.9	54.4	2.0
Common assault - emergency workers	98.5	98.4	0.0	98.3	0.2
Total Common assault	58.5	60.3	2.3	58.0	3.0





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	8,233	7,062	-14.2	8,108.6	-12.9
Dangerous Driving	223	293	31.4	212.0	38.2
Drink / Drug Driving	420	484	15.2	371.4	30.3
Speeding Offences	411	299	-27.3	645.2	-53.7
Driving whilst Disqualified	155	147	-5.2	145.4	1.1
Driving without a Licence	453	590	30.2	482.4	22.3
Insurance Offences	1,350	1,761	30.4	1,324.4	33.0
Seat Belt Offences	154	57	-63.0	226.8	-74.9
Mobile Phone Offences	175	69	-60.6	377.0	-81.7
Driving Carelessly	723	685	-5.3	604.8	13.3
Using a MV without MOT	1,241	777	-37.4	1,097.0	-29.2



Police Scotland's Quarter 4 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, Thursday, 10 June 2021**

## Adaptation and Renewal Programme Update

Item Number	
Executive/Routine	Executive
Wards	All
Council Commitments	

### 1. Recommendations

- 1.1 Note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday 01 June 2021 and associated Scottish Government guidance.
- 1.2 Note the Covid-19 Response Dashboard outlined at Appendix 1.
- 1.3 Note the decisions taken to date under urgency provisions from 13 April to 03 June 2021 outlined at Appendix 2.
- 1.4 Note the working group progress updates from the Adaptation and Renewal Programme, including the support of the roll out of the Covid-19 vaccine and testing sites.

**Andrew Kerr**  
Chief Executive

Contact: Gillie Severin, Strategic Change and Delivery Senior Manager  
Strategy and Communications Division, Chief Executive's Service  
E-mail: [Gillie.Severin@edinburgh.gov.uk](mailto:Gillie.Severin@edinburgh.gov.uk)

## Adaptation and Renewal Programme Update

### 2. Executive Summary

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- 2.1 The City of Edinburgh Council continues to respond to the COVID-19 global pandemic and follow all Scottish Government guidelines on the reopening of services. An indicative timeline has been set out for the further easing of restrictions with the country to move to level one on 7 June and to level zero in late June 2021. However, based on current data, on 2 June the First Minister announced Edinburgh along with 12 other Local Authority areas would not yet move to level one and would remain in level 2 for a longer period.
- 2.2 This is the tenth report to Committee and includes the latest Covid-19 dashboard of which the last version was circulated to members on 25 May 2021. The report also details decisions taken in the period 13 April to 03 June 2021 at the Council Incident Management Team (CIMT).

### 3. Background

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#### Responding to Covid-19

- 3.1 The Chief Executive continues to chair the bi-weekly CIMT meeting and in conjunction with the Leader and Deputy Leader takes urgent decisions as required. A list of these urgent decisions since the last report is at Appendix 2.
- 3.2 The Service Resumption Group (taking over the operational Triage group responsibilities) will respond to and prioritise reopening as per the timeline set out by Scottish Government and any move up or down the tier levels system.

#### Governance

- 3.3 The Political All-Party Oversight Group (APOG) provides additional scrutiny, oversight and feedback which contributes to the development of reports for the Policy and Sustainability Committee. The APOG last met on the 11 May to consider and discuss the 20-Minute Neighbourhood Strategy. Members agreed with the broad approach and an updated version which takes account of their feedback has

been brought to the June meeting of the Policy and Sustainability Committee for consideration.

- 3.4 The next meeting of the APOG will be scheduled once future dates for the Policy and Sustainability have been confirmed.

## 4. Main report

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### **Covid-19 Dashboard**

- 4.1 The Covid-19 dashboard at Appendix 1 reflects the direct and indirect impacts of Covid-19 across the short, medium and longer term. It contains a wide range of information which highlights both how Covid-19 continues to impact Edinburgh as well as more specifically on Council services.
- 4.2 Content for the dashboard continues to be kept under review based on the emerging situation and feedback received. The Covid Key indicators (page 1) has been amended to reflect the Scottish Government's national approach to moving down through the restriction levels and the vaccination data has been extended to show an age group breakdown.
- 4.3 This monthly dashboard is supplemented with a weekly bulletin dashboard that provides the latest position on key data relating to the pandemic. This is circulated to Elected Members every Wednesday.

### **Decisions taken from 12 April to 03 June 2021**

- 4.4 A full list of decisions taken under urgency provisions by the Chief Executive in consultation with the Leader and Deputy Leader from 13 April to the 03 June 2021 is at Appendix 2. 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.

### **Service Resumption**

- 4.5 The revised Scottish Government Strategic Framework and associated phased / tiered approach for the easing of restrictions requires a coordinated approach to enable efficient implementation of government guidance.
- 4.6 A data gathering exercise has been conducted with Directorates to ensure phased resumption can be planned in advance of the indicative dates for a phased easing of restrictions in line with the Scottish Government route map and the Strategic Framework.
- 4.7 The data gathering exercise has built on information already gathered and focused on facilities management requirements and business continuity arrangements. This included:

- the degree to which activities / services are fully up and running;
- space requirements in Council buildings, including for external partners; and,
- understanding any impacts of service levels on vulnerable people.

- 4.8 The resulting data is currently being analysed and reviewed by the team, including representatives from relevant Divisions, for example Property and Facilities Management, and is overseen by the Service Resumption Group.
- 4.9 To ensure a holistic approach, the Service Resumption Group considers applications for resumption from service managers (formally the operational Triage Group) and also incorporates Future Ways of Working. Regular updates are provided at the CIMT meetings.
- 4.10 Regular briefings will be provided over the coming months and external communications will be in place to updated residents and businesses on plans for service resumption.

### **Adaptation and Renewal Programme**

#### **Service Operations: Wellbeing Working Group**

- 4.11 The Council's Wellbeing Working Group consists of the following workstreams: Culture, Parks and Greenspaces, Sports and the wider Edinburgh Leisure relationship, Community Centres, Libraries and fee-paying Adult Education.
- 4.12 A revised Funding Agreement with Edinburgh Leisure which incorporates key elements of the Council's Business Plan is now in place. This embeds in the agreement the need to realign Edinburgh Leisure's core business due to both financial pressures and changes in customer demand. Whilst ensuring that any changes assist those people in poverty and improve the well-being of the city's residents.

#### **Sustainable Economy Recovery Working Group**

- 4.13 The Sustainable Economy Recovery Working Group consists of the following workstreams: Economy Strategy, Edinburgh Guarantee, Housing and Regeneration, Culture and Tourism and 20 Minute Neighbourhood strategy.
- 4.14 The 20 Minute Neighbourhood approach has been the focus of the group over this reporting period. There is a separate report to committee on this agenda outlining the 20 Minute Neighbourhood – Living Well Locally, with a full strategy document.

#### **Change, People and Finance Working Group**

- 4.15 The Change, People and Finance Working is now nearing conclusion and has delivered against its original scope, with some activities continuing as business as usual. An end stage report has been prepared for the Working Group providing an assessment of how well it performed and delivered against its original objectives.
- 4.16 Work does continue on the review of operational governance arrangements, considering enhanced arrangements in relation to officer/operational governance.



The aim is to ensure appropriate governance and assurance measures are implemented to streamline decision making and reduce potential risks in relation to assurance and compliance.

### **Life Chances Working Group**

- 4.17 The Life Chances Working Group consists of the following workstreams: Immediate Support, Digital Learning and Teaching, Poverty and Prevention and Edinburgh Learns for Life.
- 4.18 The Edinburgh Learns for Life workstream continues to develop plans around the three key themes: Empower, Transform and Connect. Recent progress includes the publication of the Scottish Attainment Challenge Report for Edinburgh which highlighted key strengths around the Council's work to eradicate poverty through the Edinburgh Learns strategy, from which Edinburgh Learns for Life is built.
- 4.19 The Immediate support workstream continues to support people facing financial hardship, with focus on a cash-first approach. Requests for support are being coordinated through the Council's Contact Centre, and activities include administering self-isolation and crisis grants and arranging food deliveries. The ongoing nature of this support will continue to align with national activities.
- 4.20 The Scottish Government has also confirmed that all households eligible for Council Tax Reduction will receive £130 of support and further £100 hardship payments will be made to eligible households at key points in the year. This was confirmed by the Cabinet Secretary for Finance on 16 February as part of the announcement on allocation of £1.1 billion of additional Barnett Consequentials. These activities will be administered by the Council. Requests for more general support and advice has reduced in recent months and these activities have been mainstreamed as part of the Council's ongoing commitment to support vulnerable citizens in Edinburgh.
- 4.21 To date, throughout the pandemic the Council has also provided more than £250m of grant support for businesses in Edinburgh. This includes £50m of restart grants recently paid to Edinburgh businesses. The Scottish Government is continuing to explore other forms of business support and Council officers are part of the national working group.
- 4.22 The Digital and Learning workstream focuses on the Empowered Learning Programme which has moved into delivery. The five workstreams of the project are intended to achieve the deployment of 1:1 digital devices to support empowered learning solutions both in schools and remotely. Throughout May the project has been carrying out network health checks in all secondary schools, after which they will move onto primary schools. This work will result in a health check report with recommendations for optimising wireless access in schools and addressing any underlying network issues.

4.23 The Poverty and Prevention workstream focus is engagement as they continue to have open dialogue with colleagues across the council and the Third sector. Consideration is being given to how resource and funding can be identified to move into delivery.

#### **Public Health Advisory Working Group**

4.24 The Service Resumption Group has taken over the role of the Triage group to ensure alignment of service resumption to the prioritisation work which is underway. Public health considerations are considered through this group and the following workstreams, with oversight at the GOLD meeting between Council and NHS.

4.25 As has been widely reported, the city experienced a rise in positive Coronavirus cases in the second half of May and into June – as reflected in the First Minister’s announcement that Edinburgh would remain in level 2.

4.26 **Symptomatic Testing** - As agreed with the UK Government, there are currently eight local symptomatic test sites situated across the city, using a mix of Council and ALEO properties. These continue to operate efficiently with over 4,000 tests carried out between the 25 and 31 May.

4.27 **Asymptomatic Testing** - In addition, there are two Council-operated asymptomatic test centres (ATCs) are operating (seven days a week) at any one time, targeting areas where higher case numbers are prevalent. These are part of the targeted community testing programme funded by the Scottish Government. These are currently based in Fountainbridge and Moredun libraries, with 30 Council colleagues supporting the operation.

4.28 The next deployments targeting areas of concern will be:

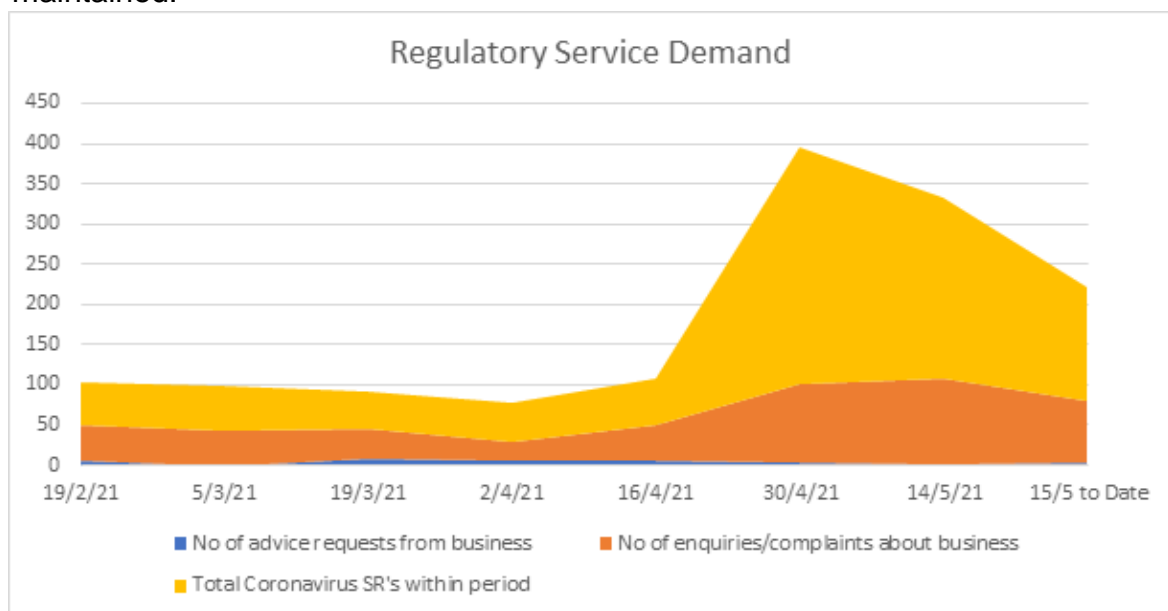
- Blackhall Library from 7 - 20 June
- Craigmillar Library from 7 - 13 June
- Leith area (site to be confirmed) from 14 - 20 June

4.29 Officers are also working with the NHS and Scottish Ambulance service to deploy Mobile Test Units (MTU) with PCR testing capability, one at Captain’s Road between 4 and 10 June operating from 10 am to 6pm. The second at the West Pilton Office between 7 June and 13 June also operating between 10am and 6pm.

4.30 An additional supply of 10,000 lateral flow test kits have been ordered to enhance capacity if testing requires to be further scaled up. Working on a pan Lothian basis Chief Executives of the 4 Lothian councils and NHS Lothian have directed further planning take place should it be necessary to enhance community testing locally in response to any variant of concern or a sustained community outbreak.

## Regulation of Business

- 4.31 The easing of Lockdown to Level 2 has brought significant demand for all areas with Regulatory Service in particular requests for public health advice and from licensed businesses in particular hospitality.
- 4.32 Work is being prioritised firstly in responding to any issue that presents a public health risk and thereafter supporting businesses to reopen. The resultant impacts are that other service demands which are non Covid related are not being prioritised at this time.
- 4.33 The table below gives an illustration of demand. Generally, the levels of compliance remain high, but it remains very resource intensive to ensure that this is maintained.



- 4.34 It is expected that over the summer months supporting the events sector to resume events will place significant demands upon the public safety, environmental health and licensing service.

## Supporting Hospitality

- 4.35 A number of measures, including waiving charges for outdoor area occupation permits (OAOPs) for tables and chairs until September 2021, have been agreed to help business adapt their operations in line with COVID regulations. Where appropriate, kerbside parking charges have also been suspended to accommodate OAOPs.
- 4.36 These measures have been designed to allow operators to facilitate outside hospitality and increase footfall for other businesses in the city or on local high streets. Businesses should be aware that the measures noted above are temporary

and that areas for which an OAOP has been granted on the carriageway, will not be viable for use in the longer term and will need to be removed at the end of September.

## **5. Financial impact**

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- 5.1 The financial impacts arising from this report are dealt with in Council Business Plan and Revenue Budget 21- 26 which was considered at Finance and Resources Committee and referred to the Budget Full Council on 18 February 2021 .
- 5.2 A further budget update was considered at Committee on 20 May and approved at Full Council on 27 May.

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

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- 6.1 [Coronavirus \(COVID-19\): Local Protection Levels](#)
- 6.2 [Finance and Resources 2 February Council Business Plan and Budget 201/26](#)
- 6.3 [Finance and Resources 20 May Revenue Budget Framework 2021/26 Update](#)
- 6.4 [City of Edinburgh 27 May Motions and Amendments](#)

## **7. Appendices**

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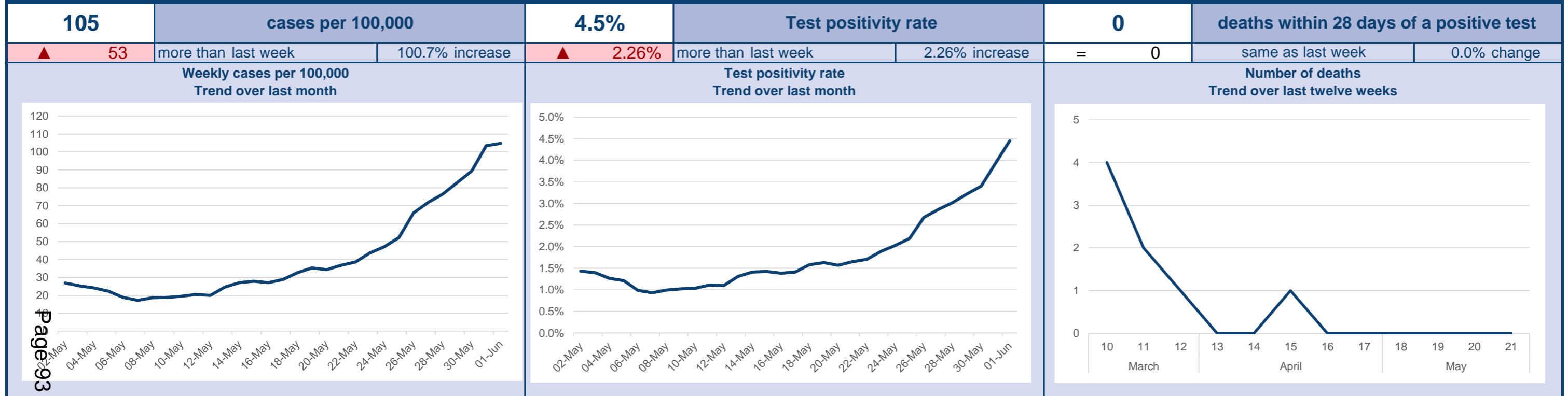
- 7.1 Appendix 1 - Covid-19 Response Dashboard
- 7.2 Appendix 2 - Decisions taken from 13 April – 03 June 2021

### Covid-19: Key indicators

The figures and charts have been updated using data published daily from Public Health Scotland. Last updated to 01st June 2021

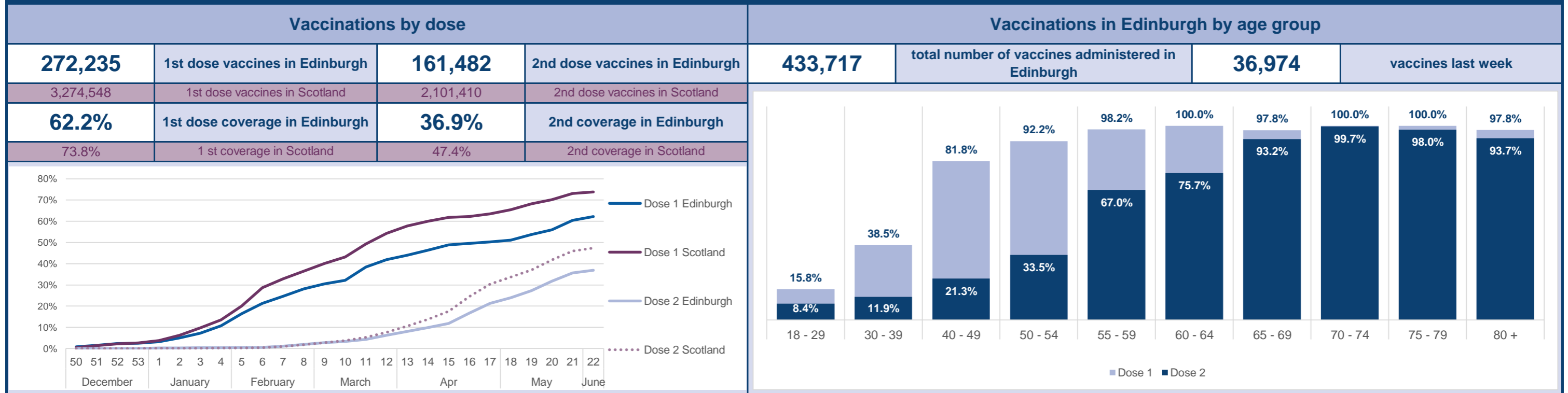
Edinburgh is currently in Level 2

#### Overview of cases



\*The figures and charts are reviewed and updated as PHS publishes revised data.

#### Vaccinations



# Public Health and Safety

## Public Health Data

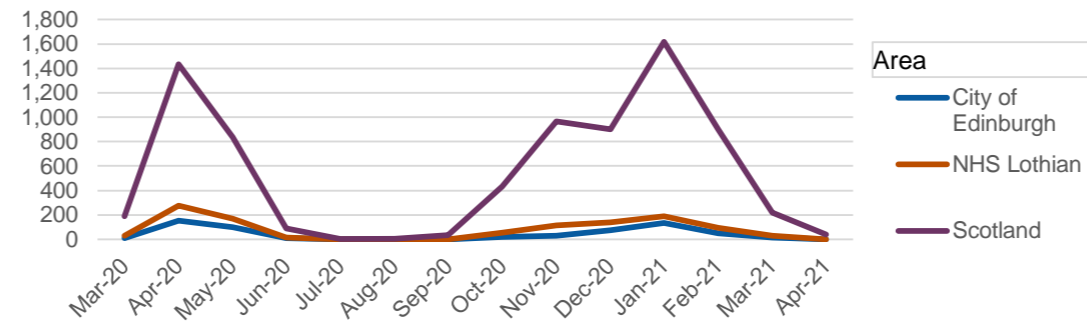
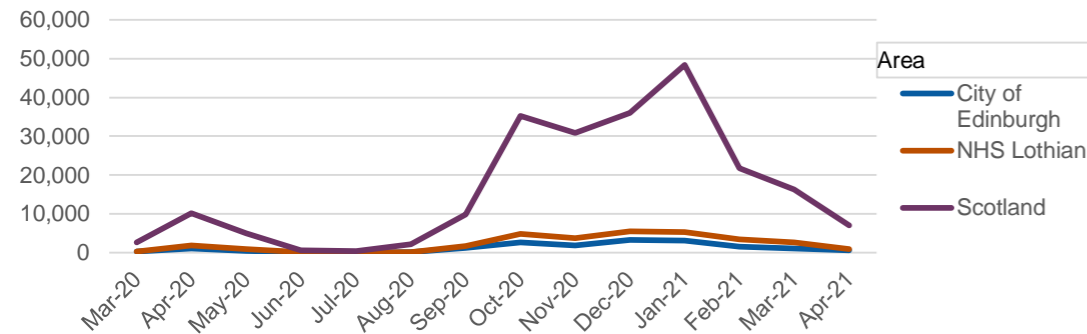
[Link for Source and further info](#)

### Number of positive tests

Area	Apr-21	Difference vs last month	Cumulative
Scotland	7,070	-9,245 ▼	226,361
NHS Lothian	965	-1,687 ▼	31,513
Edinburgh	551	-524 ▼	17,102

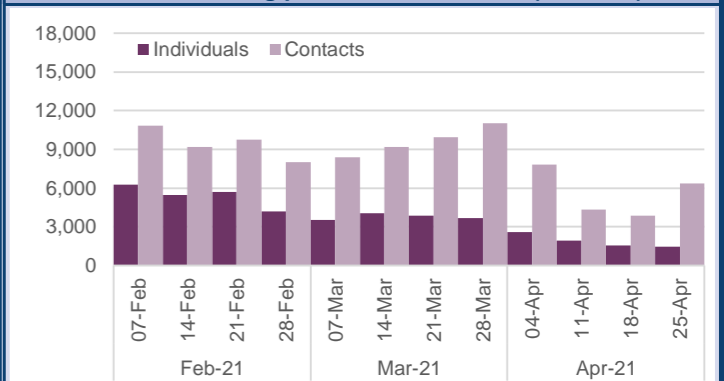
### Number of deaths within 28 days of a positive test

Area	Apr-21	Difference vs last month	Cumulative
Scotland	42	-177 ▼	7,661
NHS Lothian	2	-28 ▼	1,116
Edinburgh	1	-13 ▼	601

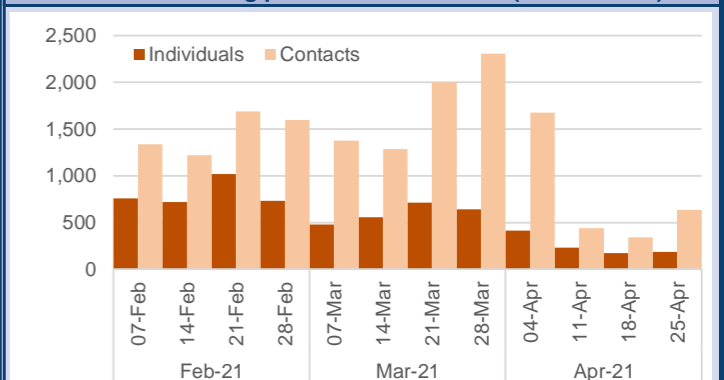


## Test and Protect

### Individuals testing positive and contacts\* (Scotland)



### Individuals testing positive and contacts\* (NHS Lothian)

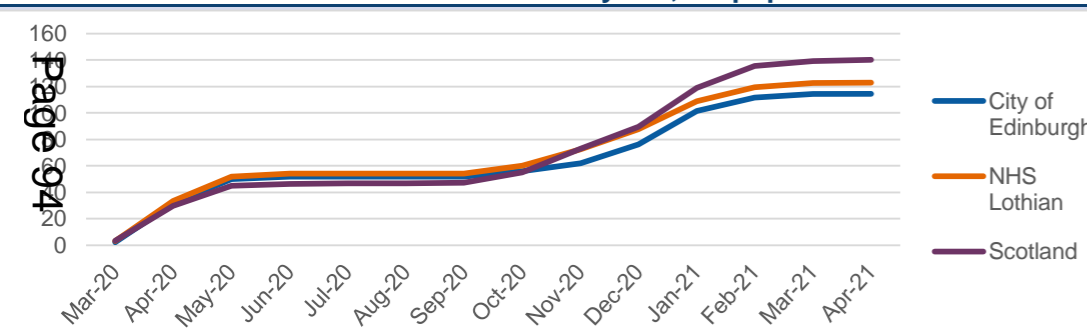


\*Unique contacts within Scotland/ within health board

### Outbound calls from CEC to self-isolating individuals

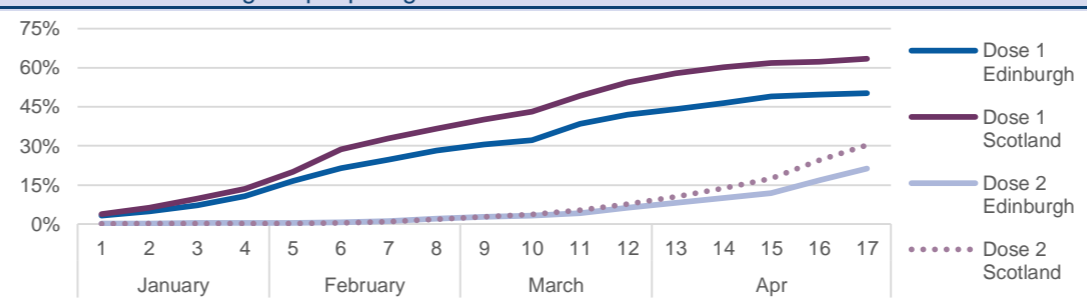
Number of outbound calls	Difference vs last month
Apr-2021	-737 ▼
<b>647</b>	

### Cumulative rate of deaths by 100,000 population



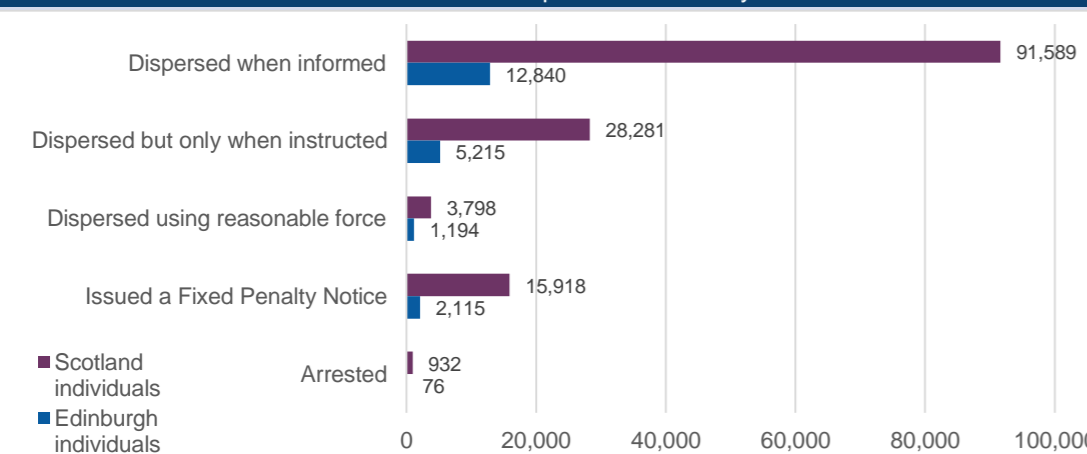
### Vaccination coverage

Percentage of people aged 16+ who has received a first dose of the vaccine



## Police enforcement for COV-19

Cumulative from 6th Apr 2020 to 5th May 2021



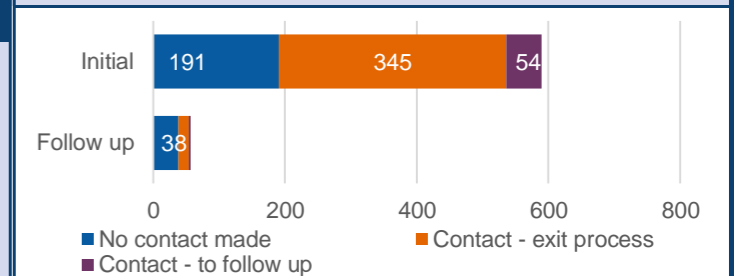
Extracted from source: This system relies on Police Officers manually updating the system with the co-operation level they experienced when they encounter an individual in contravention of the new legislation.

## Environmental Health & Trading Standards advice/ enforcement

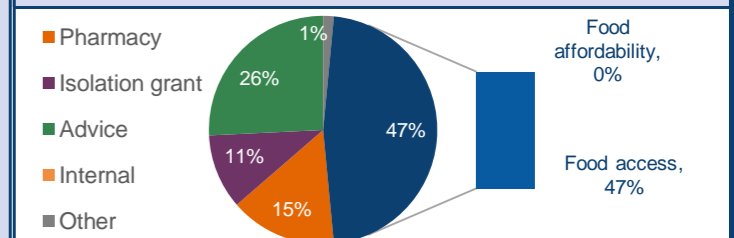
Cumulative from 5th May 2020 to 30th Apr 2021



### Breakdown of cases



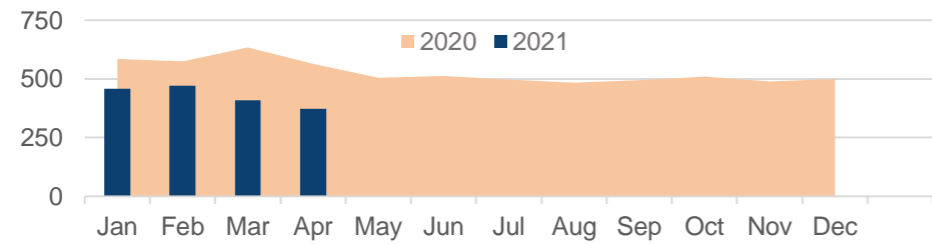
### Breakdown of outcomes



## Vulnerable Groups

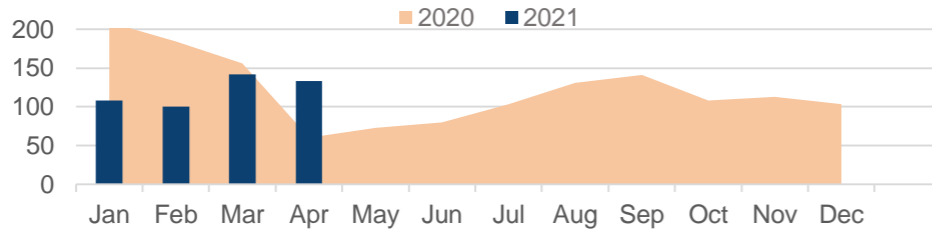
### Health and Social Care

**372**



Individuals awaiting domiciliary care

**133**

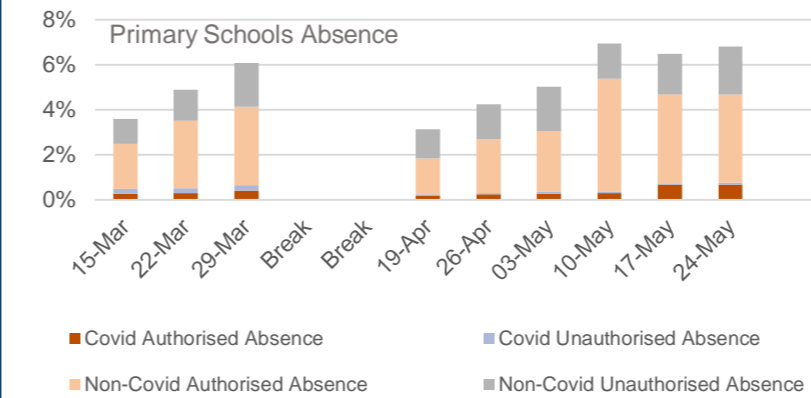


Delayed discharges

### Schools

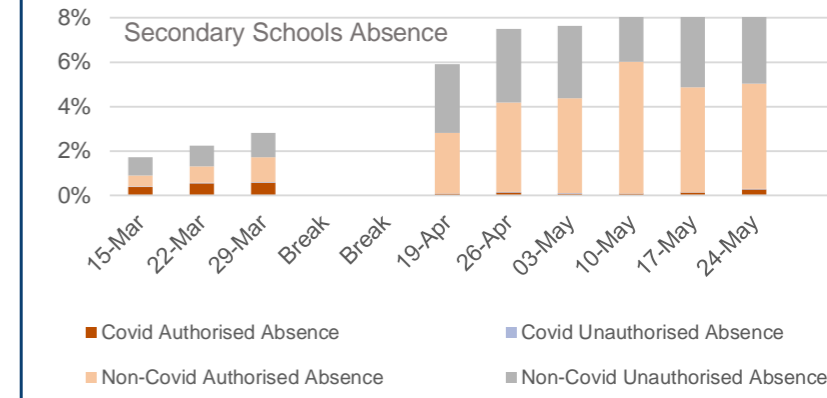
#### Pupil Absence in Primary Schools

**0.25%** Covid authorised absence vs last week **0.05%** ▲



#### Pupil Absence in Secondary Schools

**7.50%** Covid authorised absence vs last week **1.57%** ▲



### Homelessness

#### Total number of homeless presentations in Apr

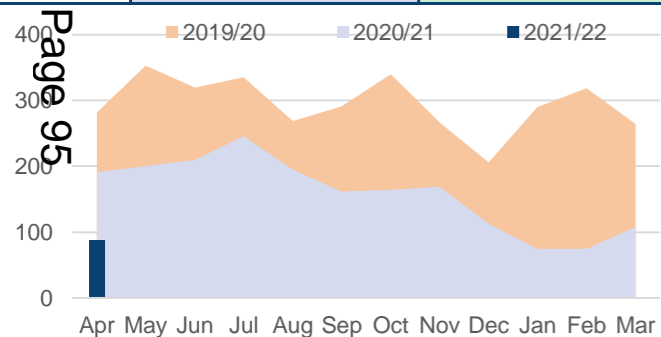
**87**

vs last month **-21** ▼  
vs last year **-104** ▼

#### Families with children in B&B on last day of month

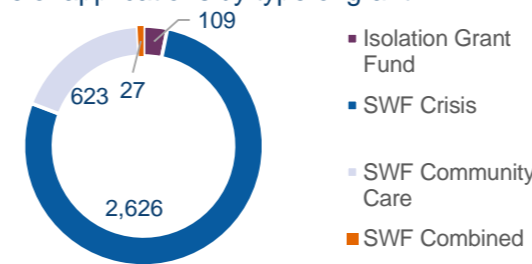
**3**

vs last month **-9** ▼  
vs last year **3** ▲

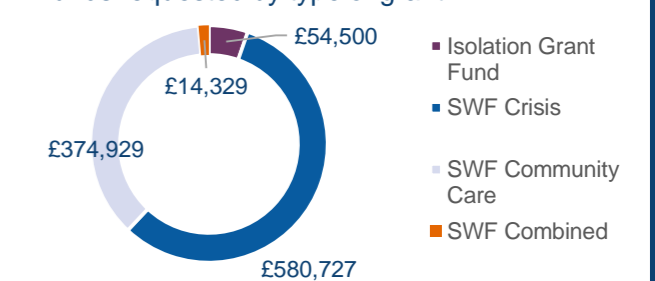


### Scottish Welfare Fund and Isolation Support Grant

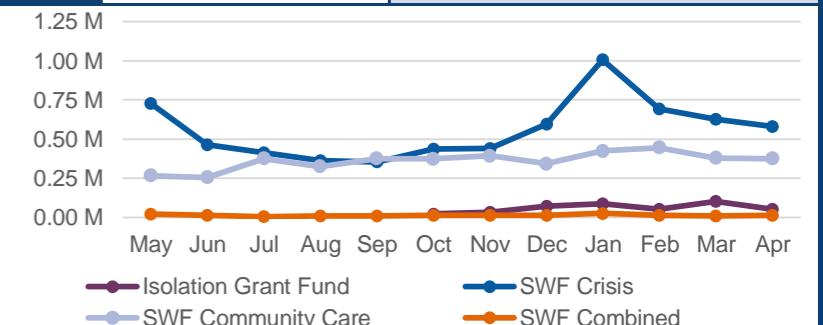
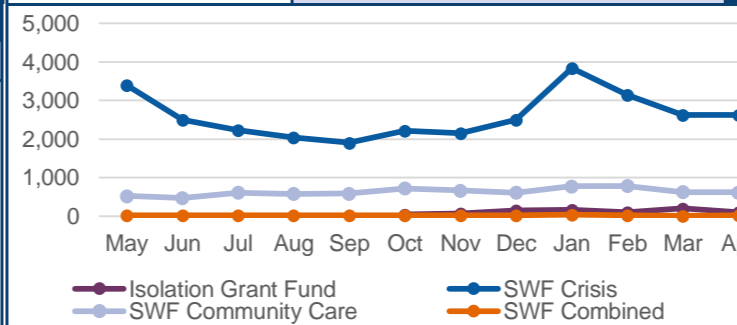
#### Volume of applications by type of grant



#### Funds requested by type of grant



<b>3,276</b>	Total number of applications excluding ISG in Apr	SWF Grants	£ <b>969,985</b>	Total funds requested excluding ISG in Apr
<b>849</b>	Cumulative applications to new Isolation Support Grant	ISF Grants	£ <b>424,500</b>	Cumulative funds requested through Isolation Grant Fund



### Customer Contact

*excluding Vulnerable line*

#### Contact Centre

**40,802**

Number of calls to Customer Contact Centre in Apr

**88.1%**

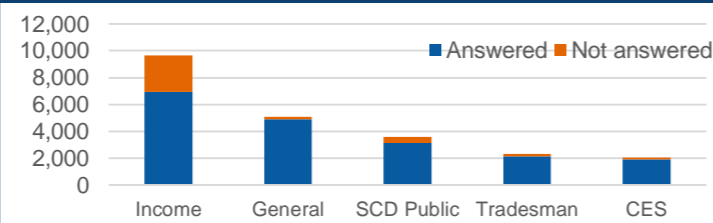
Percentage of calls answered

#### Council Resilience Centres

**2,295**

Council Resilience Centres footfall

#### Top 5 lines



### Vulnerable line calls

**560**

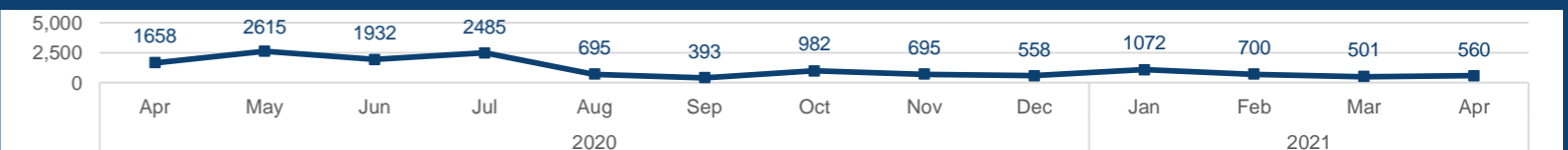
calls during Apr-2021

**15,138**

cumulative calls from Apr-20

59

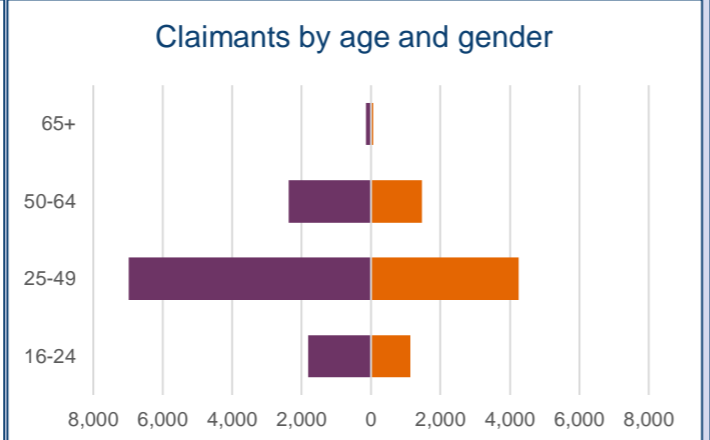
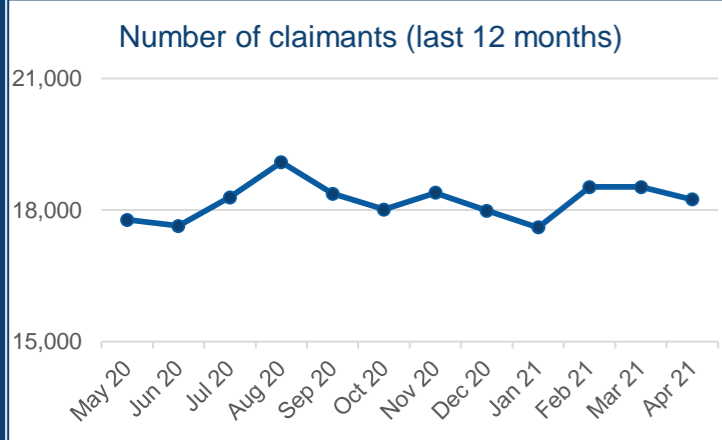
more than previous month



# Economy

## Job Seekers Allowance

Number of claimants in Apr-21	Difference vs last month (%)	This represents 5% of Edinburgh residents aged 16-64	Percentage of population who claims JSA by gender	
<b>18,240</b>	-1.54% <span style="color: green;">▼</span>		Male <span style="color: purple;">■</span> <b>6.3%</b>	Female <span style="color: orange;">■</span> <b>3.7%</b>

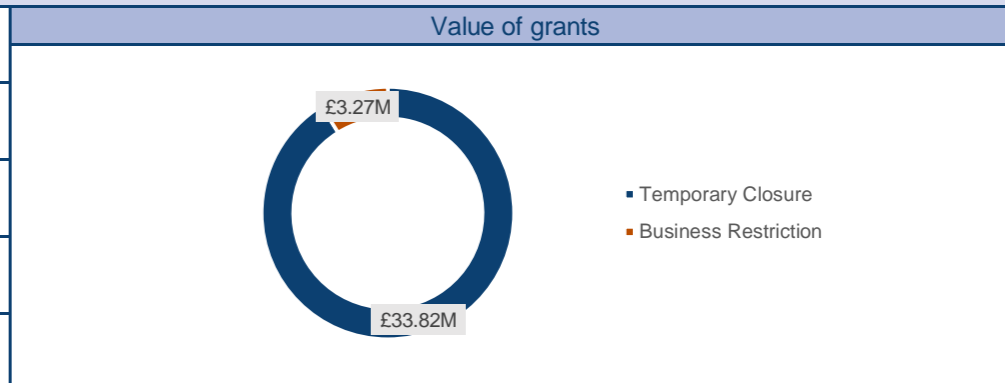


## Strategic Business Framework Grant

Cumulative from 2nd Nov to 22nd March

The Strategic Business Framework Grant replaces the Coronavirus Restriction Fund, which awarded £3,460,050 to 1355 applicants in Edinburgh (64% of all applications). The grants were awarded to businesses which had to face closure (£2,572,685, 74% of total awarded), businesses which were directly or indirectly impacted by closures (£390,715) and to cover furlough (£496,650).

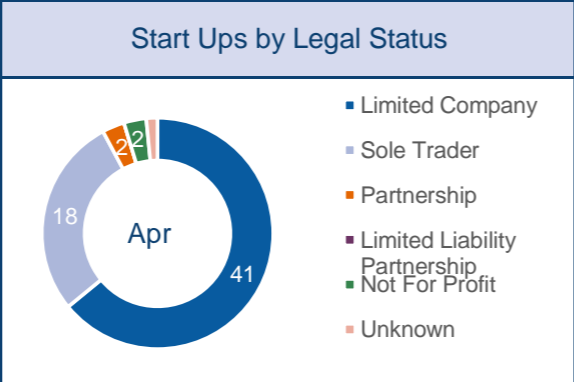
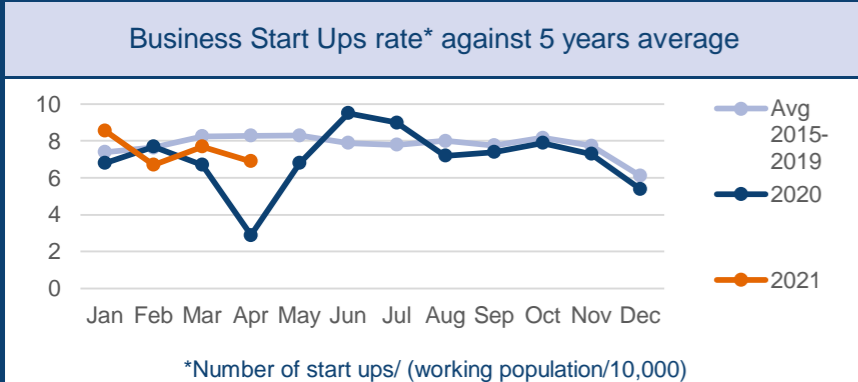
Number of applications	<b>8,018</b>
Number of grants awarded	<b>11,420</b>
Value of grants awarded	<b>£37,087,000</b>
Number of applications rejected or referred	<b>2,909</b>
In progress	<b>6</b>



The Temporary Business Closure Grant is eligible for areas in Tier 2 to 4, while the Business Restriction Funds is eligible for Tiers 0 to 3. More than one payment/ grant can be awarded per application.

## Business Start-ups in Edinburgh

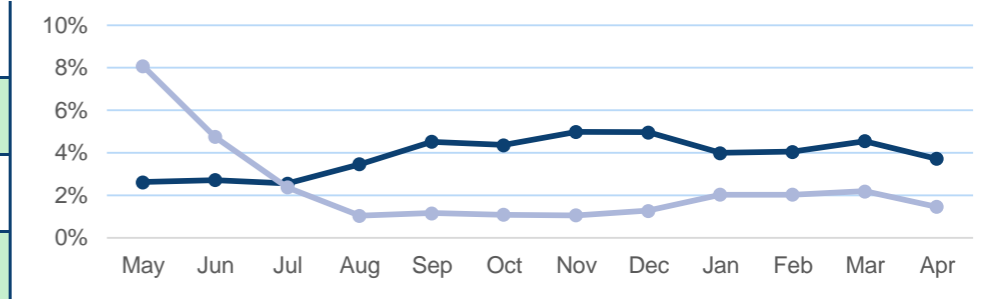
New Start Ups Apr 2021	Difference vs Mar 2020	Number of Start Ups by month
<b>252</b>	-31 <span style="color: red;">▼</span>	
Number of new Start Ups (YTD)	Difference vs last year	
<b>1,094</b>	386 <span style="color: green;">▲</span>	



## Resources

### HR - Councilwide absence

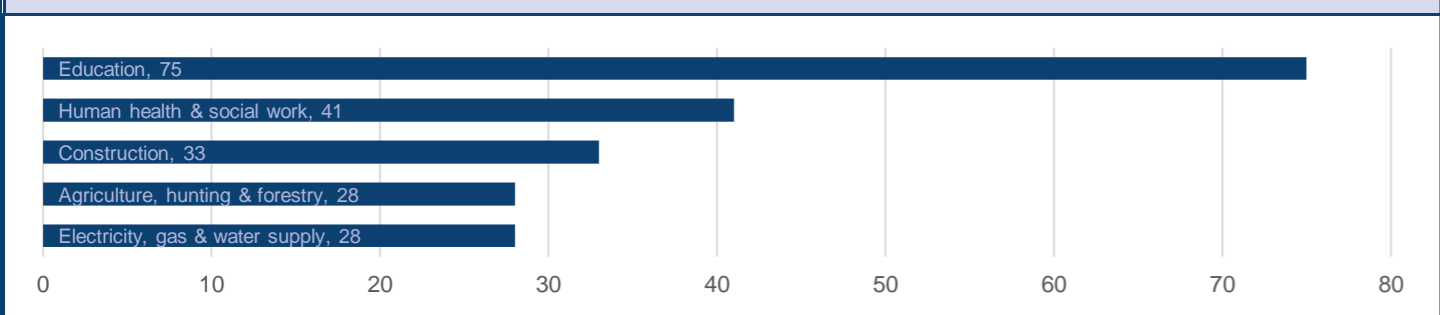
Sickness absence in Apr 2021	vs last month	<b>3.7%</b>	-0.83% <span style="color: green;">▼</span>
Covid-19* absence in Apr 2021	vs last month	<b>1.5%</b>	-0.73% <span style="color: green;">▼</span>



\*Covid-19 absence includes the following categories:

- COVID-19 - Can't return from travel
- COVID-19 - Care for a dependant
- COVID-19 - School or office closure
- COVID-19 - Self isolating
- COVID-19 - Sick / infected
- COVID-19 - Shielding

## Start Ups by Industry (Top 5)





## Appendix 2 - Decisions taken from 13 April - 03 June 2021

Ref.	Approved decisions	Date
D638	C137 Extracurricular Activities – To agree to proceed with ECA provision to take place, in accordance with national guidance, outdoors both on and offsite for PS/HS. To note this will be volunteer-led and therefore subject to the availability of parents/staff as coaches. To note pupils and coaches taking part in ECA will have no access to school changing or toilet facilities. To note responsibility for any school ECA activity sits with the HT, is subject to their approval and acceptance of the appropriate guidance issued to them by Senior Management. To note that when the SG moves to level 2, ECA provision will be reviewed and any changes will be subject to the availability of staff.	15/04/2021
D639	Monthly Council Resilience Centre Update – To note the report	15/04/2021
D640	Updated Scottish Government Covid-19 Restrictions Summary - To note the summary and that guidance for levels 3 and 4 were under review	15/04/2021
D641	Haymarket Hub – To approve in principle, subject to agreement from the Council Leaders and HH&FW Conveners, the proposal to secure the Haymarket Hub for temporary accommodation initially until May 2022	15/04/2021
D642	Extension to Leith Library Testing Centres – To agree that the wording would be amended to state that this was a rolling monthly extension and not a 6-month extension	19/04/2021
D643	To agree that any libraries planned to be polling stations will remain closed until after the election, the date they can reopen for normal service will be agreed and circulate	26/04/2021
D644	Hosting the launch of the 2021 Green Space Index by HRH The Duke of Cambridge - To approve that the HRH The Duke of Cambridge, President of Fields in Trust, will launch the 2021 Green Space Index in an Edinburgh park on 27 May 2021 as detailed in the report	26/04/2021
D645	Use of Agency Staff for Asymptomatic Test Centres - To approve the use of agency staff for Asymptomatic Testing Centres	26/04/2021
D646	Provider Sustainability Payments - To approve the fifth tranche of payments totalling £2,350,861 for Health and Social care providers as detailed in the report	26/04/2021
D647	C132 Multi-Function Devices Audit – To approve the resumption of the virtual and physical audits of devices as detailed in the report	03/05/2021
D648	C135 Open All Hours Youth Work – To approve the resumption of Open All Hours youth work provision as detailed in the report	03/05/2021
D649	C139 Council Wide First Aid Training - To approve the resumption of first aid training as detailed in the report	03/05/2021
D650	C140 City Archives Public Access – To approve access to the collections of Edinburgh City Archives via the search room of Historic Environment Scotland, as detailed in the report	03/05/2021

D651	Bus Priority Rapid Development Fund – Hermiston Park and Ride, Newcraighall Road, Duddingston Park South and Kaimes Crossroads measures – To note the comments received as part of the notification process for the Hermiston P&R, Newcraighall Road, Duddingston Park South and Kaimes Crossroads proposed interventions. To commence the delivery of required TTRO and the subsequent implementation of BPRDF interventions associated with the schemes at Hermiston P&R, Newcraighall Road, Duddingston Park South and Kaimes Crossroads subject to sign-off from the Council Leaders	06/05/2021
D652	Housing Services and the easing of Covid-19 Restrictions – To approve the note for circulation to elected members	06/05/2021
D653	Update and Request for Approval: Asymptomatic Testing Centres – To note the progress made in the early stages of the ATC launch. To approve use of Gilmerton Library to host an ATC between Monday 10 May and Sunday 16 May 2021	06/05/2021
D654	Resumption of Citizenship Ceremonies in the Main Council Chamber City Chambers Edinburgh - To approve the resumption of citizenship ceremonies in the Main Council Chamber as detailed in the report	10/05/2021
D655	Resumption of Citizenship Ceremonies in the Main Council Chamber City Chambers Edinburgh - To approve the resumption of citizenship ceremonies in the Main Council Chamber as detailed in the report	10/05/2021
D656	Extension of Manual Handling Training - To approve the delivery of a half day manual handling awareness course and a full day practical manual handling skills training to a group of 10 newly recruited Monitoring and Response Officers as detailed in the report	10/05/2021
D657	C143 - WHEC Reopening - Leisure Pool - To approve the reopening of WHEC leisure pool for community & school use	10/05/2021
D658	Resumption of Lagganlia/Benmore - To approve the commencement of Step 2a of the Residential Centres Adaptation and Renewal Programme at the Council's Benmore and Lagganlia outdoor centres as detailed in the report	10/05/2021
D659	Edinburgh Community Rehabilitation and Support Services – including smart home - To approve access to smart home in Longstone Centre for specialist technology for 1:1 assessment and support through appointments as detailed in the report	10/05/2021
D660	C134 – EHSCP – Be Able – Capelaw, Granton and Drumbrae Day Service Buildings To approve having up to 4 staff based in each building throughout the day and for other staff to come in to collect PPE, take welfare breaks, support lone working, use IT systems for case recording (not accessible otherwise), but not remaining in the office for longer than necessary. Staff would not be using all the rooms within the buildings, confining themselves to agreed spaces as directed. (office space, toilet, kitchen area and storage space). They will maintain appropriate social distancing and follow the guidance outlined within building access risk assessments	13/05/2021
D661	C144 Outdoor Bookbug Sessions May 2021 - To approve the provision of outdoor Bookbug sessions for parents and children, in line with current SG guidance, as detailed in the report	17/05/2021

D662	C145 Willow Service to re-occupy office premises located within Lauriston Building - To approve the proposal for the Willow Service to re-occupy office premises located within Lauriston Building enabling staff to undertake virtual interventions and provide a safe location for community outreach support work, as detailed in the report	17/05/2021
D663	C146 Criminal Justice Social Work Services – additional desk space at Leith CRC and additional desk space at ENO To approve the extension of desk and interview space at the North East Council Resilience Centre from two to four and to allocate two desks and interview space at New Kirkgate CRC. This would meet increased workload demands as Covid restrictions relax and meet the needs of those who must be seen in an office when the service cannot be provided whilst working from home	17/05/2021
D664	C147 Place: Planning & Building Standards - Plan Store (Administered by Customer & Digital Services) - To approve the reopening of the Plan Store to undertake the transactional service of providing copy plans/building warrants and completion certificates to customers, arranged by appointment, with social distancing measures in place, as detailed in the report	17/05/2021
D665	Update and Request for Approval: Asymptomatic Testing Centres To note the progress of community testing in Asymptomatic Testing Centres (ATC) in Edinburgh. To approve the return of the ATC to Craigmillar Library between Monday 24 May and Sunday 30 May 2021 - AM To approve the use of Fountainbridge and Moredun Libraries as the next ATC host locations to commence w/b 31 May 2021	17/05/2021
D666	Access to Cultural Venues - To approve access to the Cultural Venues to enable limited business activity to meet the demands from users as the city moves in to Level 2 and beyond	20/05/2021
D667	C26(b) - Waste and Cleansing Reopening of Public Conveniences To approve the provision of additional toilets/re-opening of toilets in key locations, as detailed in the report, subject to final confirmation.	24/05/2021
D668	C136 - Juniper Green Community Centre To approve access to the Committee Room for the Community for Food organisers/volunteers as detailed in the report	24/05/2021
D669	Update and Request for Approval: Asymptomatic Testing Centres To note the progress made on the ATC programme. To approve the use of Blackhall and Craigmillar libraries between Monday 7 and Sunday 13 June, subject to agreement by the Council Leaders	27/05/2021
D670	Opening of Bruntsfield Links Short-Hole Golf Course To approve the opening of the course indicating each hole with a white painted number and direction marker. This arrangement will be monitored over the coming weeks and any issues or concerns addressed	27/05/2021

D671	<p>Update on ATCs To note the progress made on the ATC programme. To approve the extended use of Blackhall and separately first deployment to a location to TBC in Leith between Monday 14 and Sunday 20 June, with the contingency of using Moredun as an alternative if an MTU is not available</p>	03/06/2021
D672	<p>Service Resumption Proposal - Lord Provost's Office and Civic Programme To agree to re-start specific, established Civic Events within the City Chambers from 7 June 2021 subject to CIMT agreement for each proposal. These will include Annual Award Ceremonies, one off Civic Receptions for notable achievements and Lord Lieutenancy duties on behalf of The Queen. In addition, certain undertakings are the result of approved Motions to Full Council. These will be managed according to SG guidance on numbers/social distancing and will not represent a return to offices</p>	03/06/2021
D673	<p>Recommencement of Events in Parks 2021 To approve the recommencement of processing event applications, including stakeholder consultation, up to the point of 'permission in principle'. To agree all proposals will come to CIMT for a final decision</p>	03/06/2021
D674	<p>Edinburgh Napier University Contract of Let, Church Hill Theatre To approve officers to proceed with a contract of let for Edinburgh Napier University's rental of the Church Hill Theatre from July to December 2021</p>	03/06/2021
D675	<p>Volleyball at Liberton To agree the Beach Volleyball Small Countries Association (SCA) - European Zonal Event (no-spectators) competition can take place with all mitigations in place</p>	03/06/2021

# Policy and Sustainability Committee

10:00am, Thursday, 10 June 2021

## Planning and Performance Framework – Report

Executive Executive  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 That members of the Policy and Sustainability Committee approve the new Planning and Performance Framework for the Council Business Plan, including the initial suite of Key Performance Indicators (KPIs).

**Andrew Kerr**

Chief Executive

Contact: Gillie Severin, Strategic Change and Delivery Senior Management  
Strategy and Communications Division, Chief Executive's Service

E-mail: [gillie.severin@edinburgh.gov.uk](mailto:gillie.severin@edinburgh.gov.uk)

## Planning and Performance Framework

### 2. Executive Summary

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- 2.1 The new Council Business Plan: Our Future Council, Our Future City was approved by the City of Edinburgh Council on 18 February 2021.
- 2.2 Officers are now mobilising the delivery of the Council Business Plan and a key element of its success will be in ensuring there is a robust Planning and Performance Framework to monitor progress and support Committee scrutiny.
- 2.3 The purpose of this report is to present the new Planning and Performance Framework (Appendix A) along with the initial suite of KPIs for consideration.

### 3. Background

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- 3.1 The Council Business Plan sets out the three main priorities the Council will focus on in the coming years:
  - Ending poverty by 2030;
  - Becoming a sustainable and net zero city; and,
  - Wellbeing and Equalities.
- 3.2 A new Planning and Performance Framework is required to ensure that monitoring of the delivery the Business Plan is embedded across and down through the Council with appropriate scrutiny and oversight by Elected Members.
- 3.3 The new Planning and Performance Framework will support the use of performance information including benchmarking data, such as the Local Government Benchmarking Framework (LGBF), to drive continuous improvement.
- 3.4 This framework is informed by the recommendations from the latest [Best Value Assurance Report](#) and by the [Audit Commission's Statutory Performance Information Direction 2018](#). This Direction is due to be refreshed in early 2022 and work will be undertaken to ensure that the Planning and Performance Framework aligns with this new Statutory Direction.

- 3.5 A progress report was considered at the Policy and Sustainability Committee on 20 April 2021 which gave an overview of progress to date and outlined the proposed structure of the new Planning and Performance Framework.
- 3.6 On 23 February 2021, the Policy and Sustainability Committee agreed that following the implementation of the Planning and Performance Framework, the actions to address the Best Value Assurance Report recommendations would be integrated into the Business Plan performance reporting cycle.

## 4. Main report

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- 4.1 Following approval of the Business Plan: *Our Future Council, Our Future City* officers have worked to develop a new integrated planning and performance framework (PPF).
- 4.2 The team have focused on two key components of the PPF:
- Developing the framework model including internal monitoring regimes, benchmarking including LGBF, Elected Member scrutiny and public performance reporting; and,
  - Developing a suite of Key Performance Indicators (KPIs) and milestone measures aligned to each outcome in the Business Plan.

### **The proposed approach**

- 4.3 The framework is not solely about measures but about creating a culture of robust performance management and continuous improvement in the Council. It is essential that our plans and performance information are used effectively by managers to make service decisions, drive service improvement and ensure that we deliver.
- 4.4 The integrated Planning and Performance framework is set out in Appendix A and is underpinned by the “plan, do, check, act/review” continuous improvement model.
- 4.5 The approach imbeds a “golden thread” between the three-year Council Business Plan, annual Directorate/Divisional Plans and colleague annual performance conversations, ensuring a clear understanding of our key deliverables across and into the organisation.
- 4.6 Performance scorecards and trend dashboards will be aligned to plans and monitored regularly at each level in the organisation.
- 4.7 On an annual basis we will carry out a review of our Directorate/Divisional Plans to ensure that we are on track to deliver our outcomes and objectives. Our performance and benchmarking data such as LGBF will be used to review performance against our plans and inform the next year’s annual planning process, the budget cycle and year end performance reporting.
- 4.8 Our Business Plan will also be reviewed and updated to reflect any actions or changes as a result of the review process.

## **Engagement**

- 4.9 Officers have engaged with Elected Members at Groups during the drafting of this new Framework to provide opportunity to provide feedback. This feedback, including frequency of reporting, has been used to further define the model described in Appendix A.
- 4.10 Officers also engaged with the Corporate Leadership Team (CLT), Senior Management Teams and Senior and Service Managers on the proposed framework, the practical implementation of this and the resources and capacity required to imbed this approach in the organisation.
- 4.11 In addition, Internal Audit are undertaking a design audit of the framework as it is developed, to ensure that it is robust.

## **Development of SMART Measures and Milestones**

- 4.12 The Business Plan sets out our three priorities and 15 key outcomes for the Council and included a high-level strategy map which aligned outcomes to actions and to potential measures of success. This strategy map had been developed into an initial suite of KPIs shown in Appendix C.
- 4.13 The suite of measures includes a mixture of city-wide and council specific measures to ensure that progress with all of our aspirations laid out in the Business Plan is shown holistically.
- 4.14 For some of the projects, at an early stage of development, milestones have initially been included to track progress until such time as measures can be considered and the relevant data is available.
- 4.15 Where appropriate, targets for 2021/22 have been set. However, the impact of COVID-19 over the last year has resulted in some indicators requiring new baselines to be established before meaningful targeting setting can be done.
- 4.16 This suite of measures (and targets) will be kept under review as part of the PPF annual cycle to ensure they remain fit for purpose.
- 4.17 During the discussions to develop the PPF and identifying the most appropriate measurement, the following changes to the Business Plan have been raised:
- ‘Increased attainment for all and reducing the poverty-related attainment gap’ Outcome to be amended to ‘Increased attainment for all and in particular for those most disadvantaged’ to align this outcome more closely with the Children’s Service Plan;
  - ‘Citizens are engaged and empowered to respond to the climate emergency’ Outcome to be amended to ‘Citizens are more engaged and empowered’ which broadens this outcome out to ensure engagement and empowerment activity across the Council services is reflected;
  - the organisational measures are aligned under the ‘Make better use of the Council estate and resources to meet our strategic priorities’ outcome rather than to be monitored in a separate section.



### **Elected Member oversight and scrutiny**

- 4.18 Appropriate Elected Member scrutiny and oversight of performance is pivotal to the success of the new Planning and Performance Framework. A Council performance report with both supporting narrative and trend analysis will be submitted to the Policy and Sustainability Committee once every four months. This will include the annual performance report which will be brought to the Policy and Sustainability Committee and full Council in June of each year. In addition, officers are working on a further layer of reporting with the publication of data of specific performance indicators for member and public oversight. This is part of the move to a more transparent and open data led approach, with the intention of supporting wider discussions about the performance of specific services beyond the Committee. The Best Value Assurance Audit Report progress update will be presented alongside the Council performance reports

### **Public reporting of performance information**

- 4.19 Officers are working to improve the performance reporting available to the Public via the Council website. We will work with our Web Team to improve the layout and format of our reporting to ensure that publications are both accessible and timely. Along with publishing all committee performance reports, we will further enhance our public information by developing a suite of core measures to be published on a quarterly basis. In addition, we will be developing a data section to give a wider perspective on city data, for example, Edinburgh by Numbers.

## **5. Next Steps**

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- 5.1 A phased implementation plan will be developed by July 2021 which will be underpinned by a communications and engagement plan and performance management training to support implementation.
- 5.2 The scorecards and dashboard will be developed in line with this phased approach, with the initial scorecard and dashboard reflecting the Business Plan KPIs. This will be in place by August 2021.
- 5.3 The first performance update report will be submitted to Policy and Sustainability in October 2021.

## **6. Financial impact**

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- 6.1 The Planning and Performance Framework has been designed within the available capacity and resource of the Planning and Performance Team. There are therefore no further financial implications at this stage.

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

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- 7.1 Key stakeholders including Council Senior and Service Managers, Elected Members, Edinburgh Partnership, the Health & Social Care partnership and partner agency who we share performance information with continue to be engaged with the development of the Planning and Performance Framework and/or the ongoing sharing and monitoring of performance information.

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

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- 8.1 <https://www.edinburgh.gov.uk/downloads/file/28919/our-future-council-our-future-city>

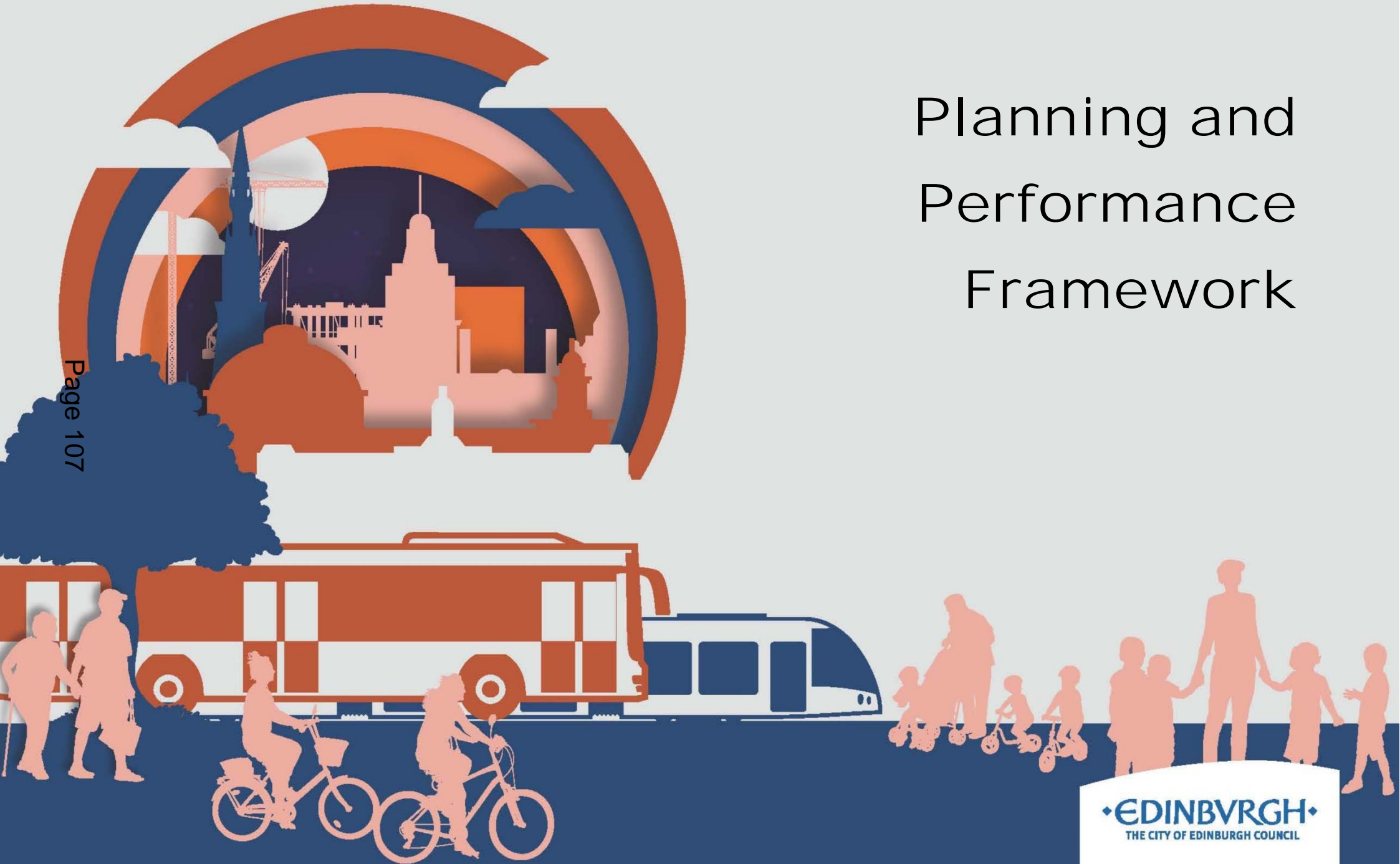
## **9. Appendices**

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- 9.1 Appendix A – Planning and Performance Framework
- 9.2 Appendix B – Strategic outcomes map
- 9.3 Appendix C – Key Performance Indicators

# Planning and Performance Framework

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## Introduction

Our Planning and Performance Framework has been developed to cover the next three years. It sits alongside the Council Business Plan: Our Future Council, our Future City and will monitor progress against our 15 outcomes:

- On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission
- On track to deliver new prevention service models
- More residents experience fair work and receive the living wage
- Intervene before the point of crisis to prevent homelessness
- Ongoing delivery of our 20,000 affordable homes programme
- Increased attainment for all and in particular for those most disadvantaged
- Edinburgh's economy recovers from recession and supports businesses to thrive
- On track to deliver our 2030 net zero target
- Citizens are increasing engaged and empowered
- Develop key strategic sites and projects to meet the needs of diverse and growing city
- The city has a well-connected and sustainable transport and active travel network
- People can access the support they need in the place they live and work
- Improved safety and wellbeing for vulnerable citizens
- Core services are maintained or improved
- Make better use of the Council estate and resources to meet our strategic priorities

The Council Business Plan is one part of a golden thread linking our priorities to the shared goals of the Edinburgh Partnership and our Community Planning Partners and towards our long-term ambitions for Edinburgh to be a fair, welcoming, pioneering, and thriving city, as expressed by the 2050 Edinburgh City Vision. These priorities represent a core focus for all our teams over the next phase of the city's development and how we will reform our services.

Through the development of the Planning and Performance Framework (PPF) we aim to:

- Work transparently and be held accountable for the delivery of our priorities and outcomes;
- Identify areas of underperformance and drive improvements;
- use our performance information including benchmarking data to drive continuous improvement;
- demonstrate best value;
- prioritise service delivery within the resources available; and,
- learn from our past performance in a way which improves our future performance.

## National Context and Statutory Duty

This section outlines the wider national context and the statutory duty for Best Value that informs our Integrated Performance and Planning Framework.

### National Performance framework

The Scottish Government's [National Performance Framework](#) aims to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress



The framework informed the development of our Business Plan and we have mapped our outcomes to the National framework outcomes. See Appendix B - Strategic Outcomes Map.

[Back to contents](#)

### Best Value

Best Value is a statutory duty as set out in the Local Government (Scotland) Act 2003 and applies to all public bodies in Scotland. Its purpose is to ensure effective use of resources, good governance and continuous improvement in order to deliver better outcomes for people.

Best Value Audits consider a Council's compliance with its statutory duty of Best Value. They are carried out by externally appointed auditors on behalf of the Accounts Commission. At least once every five years, a Best Value Assurance Report (BVAR) will be produced on each council.

The [Accounts Commission's Direction 2018](#) on Public Performance Reporting came into force in April 2019 and defines how local authorities can demonstrate that they are achieving Best Value for the people they serve. Work is underway and an updated Direction to be in place from April 2022. We will ensure our framework is kept under review and in line with any future changes in guidance.

The Council is externally audited annually, and this assessment considers the effectiveness of the Council's arrangements to achieve best value. This supports the more in-depth review of best value carried out by the Accounts Commission

At the time of writing this report the City of Edinburgh Council's most recent [Best Value Assurance report](#) was published on 26 November 2020.

Recommendations in the report are being Actioned and progress regularly monitored through the Policy and Sustainability Committee.

The report highlighted areas for improvement in performance management which we seek to address in the design of the Planning & Performance Framework. The report's recommendations included:

- *embedding a process of continuous improvement;*
- *improving performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of improvement work; and*
- *further improving performance reporting by publishing easily accessible, up-to-date performance information on our website.*

## Edinburgh Council Strategic Context

The Business Plan sits within our wider ecosystem of strategic planning including the 2050 City Vision, Community Planning Partnership (Edinburgh Partnership), Coalition Commitments and links with the Edinburgh Health and Social Partnership.

### City Vision 2050

The 2050 Edinburgh City Vision reflects feedback from residents who told us that they want their city to be fair, pioneering, welcoming and thriving – a city that belongs to all of us, and where we all belong. These views have shaped the 2050 City Vision principles which will help to shape and inform our actions now and in future.

### Community Planning Partnership

The Edinburgh Partnership brings together community planning partners for the city, including public services, the community and voluntary sector and the private sector with local communities. It focuses on reducing poverty and inequality through partnership working. Its priorities are set out in their citywide Local Outcome Improvement Plan (LOIP) and four smaller area plans (Locality Improvement Plans, LIPs).

The Partnership is currently reviewing its priority 'A good place to live' to reflect a broader definition of health and wellbeing that supports the development and growth of healthy, sustainable communities across the city. This will ensure a greater alignment between the Edinburgh Partnership priorities and the new Council Business Plan.

Their governance arrangements, agreed in April 2019, comprise of a Board, four city wide partnerships, four locality partnerships and thirteen neighbourhood networks. We have mapped the Community Partnership outcomes to the Council Business Plan outcomes shown in Appendix B -Strategic Outcomes Map

### Business Plan

The Council's new Business Plan was approved by Council Committee on 18 February 2021. The Business Plan sets out three priorities and 15 outcomes for the Council in the next 3 years. The three priorities are:

- ending poverty and preventing adverse outcomes such as homelessness and unemployment;
- becoming sustainable and net zero city; and
- making sure wellbeing and equalities are enhanced for all.

The business plan will be underpinned by this Planning and Performance Framework.

### Coalition Political Commitments

In 2017 the Coalition Administration published its Programme for the Capital and 52 Commitments to deliver for residents by 2022. A progress update on the 52 Political Commitments is submitted to Council on an annual basis.

### Edinburgh Health and Social Care Partnership

The Public Bodies (Joint Working) (Scotland) Act 2014, required local authorities and health boards to integrate their health and social care services in a new public body. The Edinburgh Integration Joint Board (EIJB) was established on 1 July 2016. Its membership comprises councillors from the City of Edinburgh Council, members of the board of NHS Lothian, care and clinical leads, third sector representatives, carers, services users and staff representatives.

The services for which the EIJB is responsible are provided by The City of Edinburgh Council and NHS Lothian through the Edinburgh Health and Social Care Partnership (EHSCP). The EHSCP provides services as set out in directions from the IJB to the Council and NHS Lothian as well as the IJB's strategic plan. The current plan runs from 2019 to 2022. The Strategic Planning Group, a statutory committee of the IJB, is mandated to oversee the development of strategic plans on behalf of the IJB and annually review the current strategic plan.

A new performance framework for the EIJB is in development and the EIJB Performance and Delivery Committee provides assurance to the EIJB of operational performance of services delivered by the HSCP. The EIJB must publish an Annual Performance Report each year containing not only local performance information but also an assessment of performance against the Core Suite of Integration Indicators and the Ministerial Strategic Group for Health

and Community Care Objectives. The [2019-20 Annual Performance Report](#) was published on 31 August 2020.

The EIJB is responsible for performance monitoring and scrutiny of the HSCP services, however it is recognised the Council continues to have an interest in the services provided by the Council for HSCP. As part of the development of a new performance framework by the EIJB, we will consider the most appropriate way to link EIJB measures to the Council's PPF.

### **Key Strategies and Plans**

There are other key strategies and plans that exist within our Council which will enable and support the delivery our Business Plan priorities. For example, the People Strategy and the associated Strategic Workforce Plan outlines our vision for our workforce, the necessary changes needed in the coming years and how these will support the delivery of the Business Plan.



## Performance Management - Integrated Planning and Performance

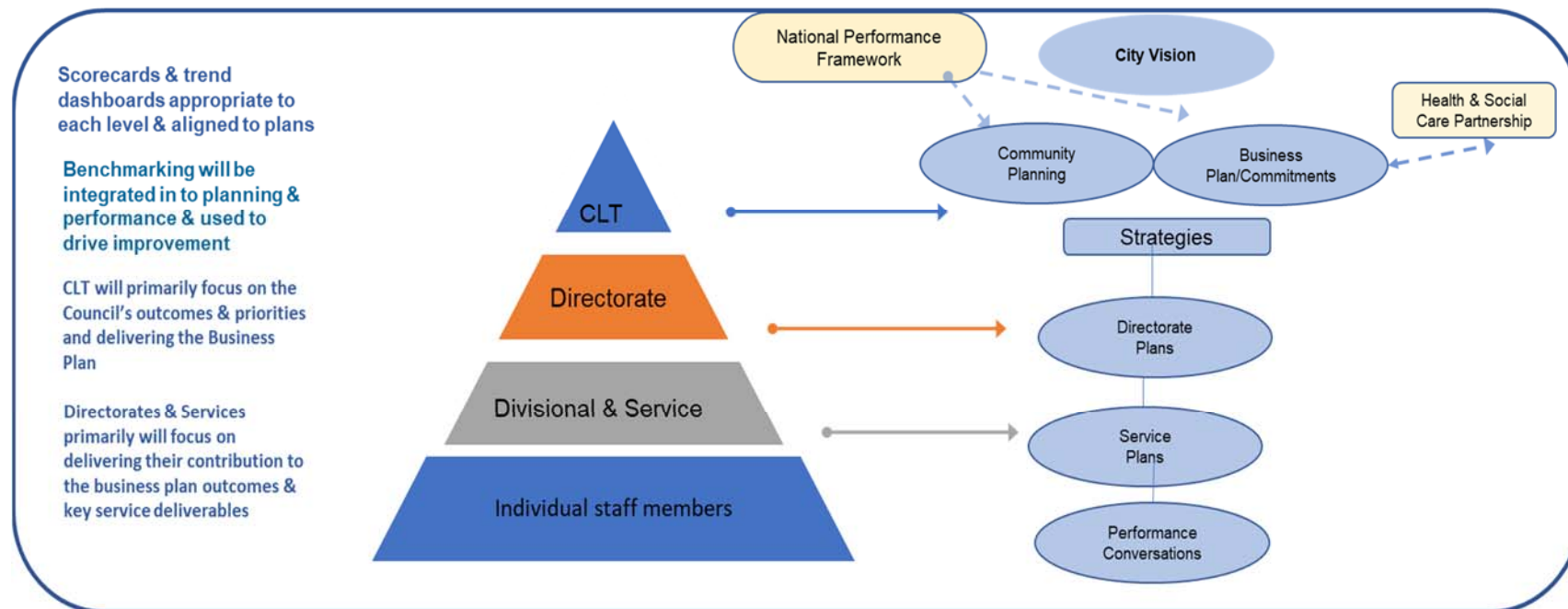
### Overview

Our Business Plan forms the central part of our strategic Planning and Performance Framework. The Business Plan sits within the wider ecosystem of strategic planning for the Council as shown in the following diagram:

The framework has been designed to ensure that our priorities and outcomes are translated into clear actions and performance measures which are appropriately monitored, actioned and delivered. It will be underpinned by the “Plan, Do, Check, Act/Review” continuous improvement model and delivered through a robust annual cycle.

The approach embeds a “golden thread” between the three-year Council Business Plan, strategies, annual Directorate/Divisional plans and colleague annual performance conversations, ensuring a clear understanding of our key deliverables across all our services.

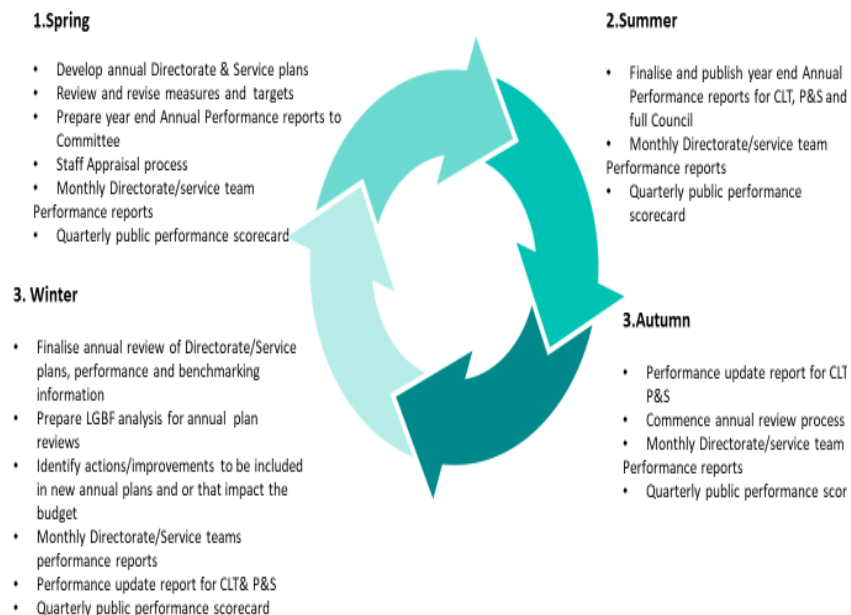
Performance scorecards and trend dashboards will be aligned to plans and monitored at each level.



## Continuous Improvement Cycle

The core components of the Planning and Performance annual cycle are summarised in the illustration below:

Performance & Planning Annual Cycle:



**Annual service planning (Spring):** The planning stage will be finalised in March each year and takes into account the output from the review process and annual budget cycle. It will focus on what services expect to deliver for the relevant Business Plan outcomes over the next 12-month period. This approach will cascade the priorities and outcomes in the Business Plan down through annual service plans to individual workloads. To ensure that the process is simple but meaningful we are developing a Plan on a Page template and supporting guidance pack.

**Annual plan review process (Winter):** The review process will be completed between November and January each year. The process will be supported by a review template and guidance pack. The pack will include consideration of our performance and benchmarking data including Local Government benchmarking data. This review will inform our annual performance reports, feed into the annual budget process and the annual service plans for the next year. As part of the process, performance measures and targets will be reviewed to ensure they remain relevant. We will also review any impact on our three-year Business Plan and update the plan if required. Any changes to the plan or the performance measures would be submitted to Committee for consideration.

Throughout the year services continue to implement and deliver the annual service plans, monitor performance and take action to address issues. A performance scorecard and trend dashboard will be developed for each plan and monitored on a monthly basis at Directorate and Divisional level. These Directorate and Divisional level scorecards and dashboard will link to the Council Business Plan scorecard and dashboard.

The table below details the specific roles and responsibilities for performance management and performance monitoring across the Council.

Role	Responsibilities
Accounts Commission	Independent public watchdog of local government. Their reports are publicly available.
Elected Members	Responsible for approving the Council Business Plan and reviewing and scrutinising performance information on plans and services
Policy and Sustainability Committee	Responsible for reviewing and scrutinising all annual performance reports prior to referral to full Council as required. They will also be responsible for the review and scrutiny of two additional performance update reports each year
Corporate Leadership Team (CLT)	Strategic responsibility for our Business Plan, scrutinising performance and agreeing actions and resources to address areas of underperformance
Executive Directors	Strategic responsibility for the delivery of Directorate priorities and annual plans in line with the Councils Business Plan. They have overall responsibility for the performance of the services that sit within their Directorates. Executive Directors are also responsible for ensuring that Annual Directorate plans are developed, reviewed and actioned on an annual basis.
Service Directors / Heads of Service	Responsible for the development of their annual Divisional/Team plans including performance measures and targets aligned to the Business Plan. They are responsible for monitoring of performance, managing under performance and supporting their teams to deliver their plans and services. They are also responsible for ensuring that annual service plans are reviewed and actioned on an annual basis
Senior Managers/Team Managers	Responsible for managing the performance of their team and supporting their team to deliver the objectives in their annual service plans which contribute to the wider outcomes in the Business Plan. They are also responsible for the operational delivery of all services within their remit.
Individuals	All employees contribute to the delivery of our Business Plan through completion of the objectives/tasks allocated to them as agreed through the Councils appraisal process and team plans.
Data, Performance and Business Planning Team	Responsible for the development and implementation of the Planning and Performance Framework in collaboration with CLT and Service Teams. The team is also responsible for the: <ul style="list-style-type: none"> <li>• production of scorecards and dashboards and supporting effective monitoring and continuous improvement in the Council.</li> <li>• production of wider management and operational data, statutory data, benchmarking and deep drive analytics as required by services</li> <li>• development of Committee performance reports in collaboration with CLT and Service Managers</li> <li>• maintaining and developing the Council's performance and data webpages</li> <li>• ensuring that the Council's performance management framework aligns to Best Value Directives.</li> </ul>

## Key Performance Measures

### Overview

Our Business Plan identifies three cross-cutting priorities and 15 outcomes. We have aligned performance measures to the priorities and outcomes they most strongly demonstrate. However, the outcomes and measures are interrelated and complementary to each other. Many of the projects/actions in the business plan span across the three priorities and/or influence more than one outcome. Therefore, it will be important to also view the performance framework measures as a whole.

We are working to develop accurate, timely, high quality and comprehensive performance data for each of the actions and outcomes in the Business Plan. This will be produced at all levels of the organisation and will help us to understand the effectiveness of our plans, actions and service delivery. They will also inform business decisions and drive continuous improvement.

Where appropriate, the performance measures that we use will be SMART: Specific, Measurable, Achievable, Relevant and Timely. SMART principles will be applied to both metric and non-metric measures such as project milestones.

Performance measures and targets will be reviewed on an annual basis to ensure that they remain relevant in terms of being able to measure performance and delivery against of key priorities and outcomes. The performance framework will evolve as strategies, plans and projects currently at an early stage develop and performance measures emerge or are refined.

The full suite of Business Plan Key Performance Indicators (KPI's) is at Appendix C – Key Performance Indicators.

### Types of Measures

The suite of Key Performance Indicators (KPIs) contains a blend of measures that reflect short and long-term outcomes, outputs both qualitative and quantitative and project milestones and can be either statistical or non-statistical measures.

For each of our three strategic priorities there is mixture of city-wide and council specific measures. The city-wide measures provide a broader focus on how the

city is performing whilst the Council measures focus on how Council services are performing. For example, becoming a net carbon city by 2030 can be tracked using both citywide and council emissions and therefore ensuring that both a citywide and Council view is provided.

City-wide measures are included to reflect areas where we may be able to influence changes in performance but are not in sole control of the all the factors that may impact performance. Whilst it is not always possible to set a specific performance target for city wide measures, they provide a useful barometer for overall progress in the city and may inform decisions to take additional/remedial actions.

### KPI Targets

Setting targets against our KPIs allows us to track progress against our priorities, outcomes, service improvement actions and service delivery.

When setting targets, we use comparable past and present performance data and trends, relevant policy and/or comparison to other services, other councils, national trend and benchmarking against other cities, for example LGBF.

In some cases, a target can only be set when a baseline for the data has been established. A new baseline may be required, for example, where the KPI's is a new measure and so no previous trend data is available, the calculation for the metric has changed from the previous year or an event has happened such that the previous year's data is not comparable. For example, the impact of Covid-19 has meant that in some cases we cannot set a target until the data can be re-baselined.

Appendix C – Key Performance Indicators includes the rational for targets and highlights measures where data needs to be baselined in order to set a target.

## Benchmarking

Benchmarking allows us to compare our performance to others and as a result identify opportunities to improve. Benchmarking can be undertaken externally with other councils, organisations or sectors and internally across services. Benchmarking is not restricted to comparing performance indicators alone but can also be used more widely to compare approaches to similar issues and share best practice.

Over the last ten years the 32 Councils in Scotland have been working with [The Improvement Service](#) and [SOLACE](#) to develop and utilize a common approach to benchmarking – Local Government Benchmarking Framework (LGBF). This framework allows us to compare performance across a range of themes with other Local Authorities. It acts as a catalyst for improving services, targeting resources to areas of greatest impact and enhancing public accountability.

The Improvement Service prepare an annual report on the LGBF themes and Indicators and provides access to their online tools to drill through the data. The [latest report and tools](#) can be accessed on their website.

We carry out additional analysis on the data which includes a five-year trend analysis and comparison to four other major cities in Scotland. The report is discussed with the Corporate Leadership Team, Executive Directors, Service Directors/Heads of Service and senior managers across the Council to highlight areas of under-performance or best practice and inform future service planning and improvement actions. The report is then submitted to the Policy & Strategy Committee on an annual basis for further scrutiny and published on our website for citizens to access.

As part of the new Planning and Performance Framework, we will use LGBF data alongside the Council's own performance data as part of the annual review process (detailed on page 7 of this report - Continuous Improvement Cycle). Our performance and benchmarking data will be used to review performance against our plans and inform the next year's annual planning process.

Across the Council there are several other sources for benchmarking, many of which are sector/service specific such as Insight-Virtual Comparator (Education and Children's Services), Keep Scotland Beautiful, House Mark and the Association of Public Sector Excellence networks (APSE).

## Performance monitoring and scrutiny

We will develop scorecards and trend dashboards aligned to the Business Plan and each Directorate and Divisional Plan.

### Council Management Teams

Performance scorecards and trend dashboards will be monitored and actioned on a monthly basis at Directorate and Service level.

The Corporate Leadership Team (CLT) will monitor performance once every four months. Executive Directors and Service Directors will present their performance information and if required provide service improvement actions that have been identified as part of their monthly performance monitoring meetings. As part of the reporting cycle CLT will also review and approve our performance reporting prior to submission to Council Committees

Line Managers are responsible for our performance conversations framework, ensuring colleagues have clear objectives linked to service plans and regular review meetings.

Managers also receive a wide range of service specific management and operational information reports on a daily, weekly and monthly basis.

### Elected Members Scrutiny

Enhancing Elected Member scrutiny and oversight of performance is pivotal to the success of the new Planning and Performance Framework.

Each year we will submit a twelve-month report of our performance to Council, which includes the Annual Performance Report, the Political Commitments Update Report (until 2021/22) and Local Government Benchmarking Framework Report.

All reports will initially be submitted to the Policy and Sustainability Committee in June and the Annual Performance and Commitments reports (until 2021/22) will thereafter be submitted to the Council Committee also in June.

We will submit an additional two performance update reports to the Policy and Sustainability Committee aligned to the Committee meeting schedule. These

update reports will include a performance scorecard and trend dashboard for the available measures and supporting performance narrative.

To further enhance reporting and scrutiny Council Officers are developing a suite of core measures which will be updated on a quarterly basis.

### Public Reporting of Performance Information

We are also working to improve the performance reporting available to the Public via our website.

All reports submitted to Council Committees will be published on the Council's website including:

- The Annual Performance Report
- The Commitments Report
- The Local Government Benchmarking Framework Report
- Performance update reports submitted to the Policy and Sustainability Committee

We will ensure that our Best Value and external annual Audit reports are available via our web pages.

We are also working on developing a suite of core performance measures which will be published on a quarterly basis.

The web page will also include a data section where we will publish, for example, Edinburgh By Numbers, Scottish Index of Multiple Deprivation (SIMD) analysis, and Locality Profiles.



## Ending Poverty by 2030

Priority	Outcome	KPI/Milestones	Type	Baseline	Year 1 - target	Milestone target	Target rationale
Ending Poverty by 2030	On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission	Poverty Rate: Percentage of people in Edinburgh living on incomes below the poverty threshold	Citywide Metric				New Baseline required to establish year 1 targets.
		Child Poverty rate: Percentage of children living in families below the poverty threshold	Citywide Metric				
		Destitution: Percentage of people who are living in destitution	Citywide Metric				
		A new city wide approach to commissioned advice services is agreed with partners	Milestone			Mar-22	
		Number of people supported with welfare rights queries by the Advice shop	Council Metric	6,050	6,000		Maintain or above baseline
		Total Scottish Welfare Fund payments made	Citywide Metric	£7.5M			Citywide measure (for monitoring, no target set) Baseline for 20/21
		Total Discretionary Housing Payments made	Citywide Metric	£6.5M			
	On track to deliver new prevention service models	New long term plan for delivery of a prevention based Council service model approved and in implementation	Milestone			Dec-21	
	More residents experience fair work and receive the living wage	Positive Destinations for School Leavers	Council Metric	92.5%			New baseline required prior to target setting (COVID impact ongoing into Year 1)
		Number of Jobs/apprenticeships/internships	Council Metric		Increase by 1%		Target agreed as part of workforce planning. Baseline available once data collation method finalised
		% of Council suppliers of regulated tendered contracts that are committed to paying real living wage in delivering Council services	Council Metric	70%	72%		Based on 2% increase each year from baseline
		Edinburgh City achieves accreditation as a living wage city	Citywide Milestone			Nov-21	
		City of Edinburgh Council retains its accreditation as a living wage employer	Council metric		To retain		City of Edinburgh Council already has living wage employer accreditation
Number of living wage employers		Citywide Metric	545			Target will be developed as part of Living Wage City accreditation requirements.	



<b>Intervene before the point of crisis to prevent homelessness</b>	Number of households assessed as homeless	Council Metric				New baseline required prior to target setting (COVID impact ongoing into Year 1)
	Number of households who seek housing advice who do not go on to present as homeless.	Council Metric				
	Percentage of households in unsuitable temporary accommodation.	Council Metric				
<b>Ongoing delivery of our 20,000 affordable homes programme</b>	Number of affordable homes approved	Council Metric	1,285	2,019		Interim target based on pre-covid figures.
	Number of affordable homes completed	Council Metric	1,087	1,445		
<b>Increased attainment for all and in particular for those most disadvantaged</b>	Percentage of teachers who have met the Teaching, Learning & Assessment "Charter" standard	Council Metric	new measure (0%)	20%		New measures. Target based on incremental improvement year on year
	Percentage of schools have achieved the Digital Schools Award Scotland	Council Metric	new measure (0%)	5%		
	Percentage of Primary pupils achieving literacy	Council Metric				New baseline required prior to target setting (COVID impact ongoing into Year 1)
	Percentage of Primary pupils from deprived areas achieving literacy	Council Metric				
	Percentage of Primary pupils achieving numeracy	Council Metric				
	Percentage of Primary pupils from deprived areas achieving numeracy	Council Metric				
	Percentage of leavers with SCQF level 5 in literacy and numeracy	Council Metric				
	Percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy	Council Metric				
	Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher	Council Metric				
	Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher	Council Metric				
Percentage of parents receiving funded Early Learning and Childcare through their preferred location	Council Metric		Increase by 5%		New data collection, no baseline available. Target based on incremental improvement year on year	

**Increased attainment for all and in particular for those most disadvantaged**

Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery	Council Metric					New measure, data available from Oct 21, target will be set at that time
Amount of Capital spent annually on the Learning Estate new projects	Council Metric			£90.73M		Budget set annually, target reflects 100% spend of specific Capital budget
Percentage of Primary pupils with low attendance	Council Metric					New baseline required prior to target setting (COVID impact ongoing into Year 1)
Percentage of Secondary students with low attendance	Council Metric					

**Edinburgh's economy recovers from recession and supports businesses to thrive**

Review of Economy strategy completed	Milestone				Nov-21	Targets will be set as part of strategy review. Targets available from Nov 21
New business births per 10,000 residents	Citywide Metric	54.96				Citywide measure (for monitoring, no target set).
Employed residents as a percentage of all residents aged 16-64	Citywide Metric	77.20%				
Total number of individuals supported by Council funded employability programmes	Council Metric	3,719		3,800		Target based on incremental improvement on previous year
Total number of engagements through business gateway	Council Metric	3,082				National Business Gateway service is undergoing significant change. Review of service model to be completed by Mar 2022
Percentage of Procurement Spend via SMEs	Council Metric	52%		52%		Target to be equal to or above Scottish average.
Percentage of Procurement spend in EH postcode	Council Metric	47.57%		50%		
Investment in supporting the arts and cultural sector in the city	Council Metric			£5.6M		Budget set annually, target reflects 100% spend of specific funds

# Becoming accessible and zero city

## On track to deliver our 2030 net zero target

Total City's emissions (in MtCO <sub>2</sub> e)	Citywide Metric	2.428	6% reduction		Sloping target between now and 2030 agreed at P&S April 21
Total Council's emissions (in tCO <sub>2</sub> e)	Council Metric	122 (19/20 emissions)	Cumulative 3 year target - 180.4 ktCO <sub>2</sub> e		Target based on introduction of the 3-years carbon budget concept (considered at P&S April 21)
Increase in installed Solar Photovoltaic capacity across the Council's operational estate	Council Metric		250KW		New measure (no baseline). Target based on planned project deliverables in Year 1
Percentage of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	Council Metric		100% of conditioned area		New measure (no baseline)
Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent) in Council properties	Council Metric		0m <sup>2</sup>		New measure. Impact to be seen from Year 2 onwards (target Yr 2 & Yr 3 - 8,000m <sup>2</sup> ) based on project deliverables.
Number of traffic related Air Quality Management Areas (AQMAs)	Citywide Metric	6	6		Longer term target to reduce to 0 by 2030
Percentage of council homes that meet the Energy Efficiency Standard for Social Housing 2	Council Metric				New Standard from 2021 onwards (first statutory return to be complete in May 22)
Percentage of Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' published within three months of closing date	Council Metric		100%		New measure (no baseline), target based on policy
Percentage of annual discretionary budget allocated through participatory budgeting	Council Metric	0%			Target setting as part of future reporting (to Committee by Dec 21)
Percentage of respondents who believe that climate change is an immediate and urgent problem	Perception	73%	65%		Target to be equal to or above Scottish average.
Website visits, individual registration and engagement stats on dialogue (Edinburgh Talks Climate)	Council Metric				New measure (no baseline)

## Citizens are more engaged and empowered

**Becoming a sustainable and zero city**

**Develop key strategic sites and projects to meet the needs of a diverse and growing city**

Formal adoption of City Plan	Milestone			Aug-22
Outline business case agreed for the new Bio Quarter health innovation district	Milestone			Sep-21
Outline business case agreed for the West Edinburgh Active Travel and Public Transport infrastructure	Milestone			Sep-21
Completion of Tram line to Newhaven	Milestone			Jun-23

Target deadline based on project deliverables

**The city has a well-connected and sustainable transport and active travel network**

Amount invested in roads	Council Metric		58.68M		Budget set annually, target reflects 100% spend of specific Capital budget
Proportion of people travelling to work by active and sustainable means (bus, walk, cycle, tram, train)	Council Metric	70%			Targets to be set at Committee in Autumn 2021
Proportion of people travelling to work by foot and bike for journeys up to 2 miles	Council Metric	55%			
Proportion of trips to school by active and sustainable modes	Council Metric	69%			
Number of multimodal interchanges in the city and the travel modes available	Council Metric	50 interchanges served by 2 or more modes			
Total No. of Tram passengers	Council Metric	7.45M			Business case has been updated but full impact of covid-19 on passenger numbers not yet known.
Implementation of the Workplace Parking Levy	Milestone				Scottish Government Regulation and guidance development has been paused due to COVID-19. Once completed, targets and timescales will be updated.

**20 minute neighbourhood model**

People can access the support they need in the place they live and work	Milestone 1: strategy submitted to committee	Milestone			Jun-21	
	Milestone 2: South West pilot action plan to committee	Milestone			Nov-21	Milestone subject to strategy approval
	19 community hubs across the city by 2030	Council Metric		pilot in SW		Metric dependent on approval of above two milestones
Improved safety and wellbeing for vulnerable citizens	Children on the Child Protection Register as a rate per 1,000 population	Council Metric	1.3	2.9		Target set to be equal to or below Scottish average.
	Conversion rate between Adult Protection Contacts and 'Duty to Enquire' carried out	Council Metric	69.3%	100%		Target based on compliance with ASP guidance'
	Adult IRDs started per 100,000 adults in population annually	Council Metric	102	118		Target set to maintain Scottish average.
	Number of situations affected by domestic abuse where support was offered through new delivery model	Council Metric				Implementation of new model (DALAGs) during 2021, data available from Jan 22, Target to be set for Yr 2 onward
	Percentage of community justice orders successfully completed	Council Metric	65.4%	65%		Target based on 18/19 performance. COVID impact in 2019/20
	Looked After Children as a rate per 1,000 population	Council Metric	12.5	14		Target set to be equal to or below Scottish average
Core services are maintained or improved	Individual Domestic Missed Bin Service Requests	Council Metric	19,887	21,180		Target set to be below 0.1% of collections
	Communal Domestic Overflowing and Missed Bin Service Requests	Council Metric	19,484	22,020		Target set to be below baseline yr (18/19)
	Percentage of waste recycled	Council Metric	39.6%			Targets reviewed following 2020/21 year end performance.
	Percentage of Emergency Road Defects made safe within 24 hours	Council Metric	100%	100%		Targets reviewed following 2020/21 year end performance, taking in to account service priorities and allowing for the potential of service disruption caused by
	Percentage of Priority Road Defects repaired within 5 working days	Council Metric	96%	85%		
	% of Priority Road Defects repaired within 60 working days	Council Metric	92%	85%		
	Percentage of street lighting emergency repairs made safe within 4 hours	Council Metric	96%	95%		

Maintenance of infrastructure	Percentage of street lighting urgent 24 hour repairs completed in time	Council Metric	72%	70%		adverse winter weather
	Percentage of street lighting 5-day repairs completed in time	Council Metric	31%	50%		
	Number of parks with a Green flag award	Council Metric	34	35		Target set to increase by 1 new park each year
	Local Environmental Audit and Management System (LEAMS) score	Council Metric	81.8%			Target to be reviewed following 2020/21 year end performance. Measure to be replaced when new monitoring system (LMS) is introduced in 22/23.
	Number of active library users	Council Metric				New baseline required prior to target setting (COVID impact ongoing into Year 1)
	Digital use – downloads and streaming	Council Metric				
Make better use of the Council estate and resources to meet our strategic priorities	Proportion of schools in good or satisfactory condition	Council Metric	91.53%	88.30%		Target set to be equal to or above Scottish average.
	Percentage of P6 to S6 with Ipad	Council Metric		100%		New project. Based on number of pupils.
	Customer Hub satisfaction across all channels (sample)	Council Metric	71.90%	75.0%		Target based on incremental improvement on previous year
	Revenue: current year's projected outturn (Council wide)	Council Metric		100.0%		Based on annual budget
	Sickness absence	Council Metric	3.99%	4.0%		Target set against national public sector sickness absence reporting
	Gender pay gap - Council staff (%)	Council Metric	3.05	Below Scottish average (3.42%)		Target set to be equal to or above Scottish average.
	Progress against delivery of current year's approved budget savings (Council-wide) (%age)	Council Metric		90.0%		Target based on previous years performance. 20/21 year end figure still to be finalised
	Percentage of invoices paid within 30 days	Council Metric		95%		

		Proportion of Council Tax Collected	Council Metric	95.96%	94.46%		Target based on incremental improvement on previous year
		Proportion of Business Rates (NDR) Collected	Council Metric	90.54%	91%		
		Percentage of revenue spend placed with contracted suppliers	Council Metric	92.80%	93%		

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# Policy and Sustainability Committee

10.00am, Thursday 10 June 2021

## Annual Performance Report, 20/21

Executive  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 That members of the Policy and Sustainability Committee note the annual performance report for the 2020/21 financial year.
- 1.2 Refer the annual performance report to the City of Edinburgh Council on 24 June.
- 1.3 Note that a revised performance framework will be implemented from April 2021 which aligns to the new Council Business Plan.

**Andrew Kerr**

**Chief Executive**

Contact: Gillie Severin, Strategic Change and Delivery Senior Management

E-mail: [Gillie.Severin@edinburgh.gov.uk](mailto:Gillie.Severin@edinburgh.gov.uk)

## Annual Performance Report, 2020/21

### 2. Executive Summary

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- 2.1 This report provides an overview of council performance in 2020/21 against the Change Strategy themes, drawing on corporate performance indicators and benchmarking data including the Local Government Benchmarking Framework 2019/20 data.
- 2.2 The report provides a detailed analysis of performance for members consideration in the year of the COVID-19 pandemic. The impact of COVID-19 has been varied across Council services so a Blue RAG has been added to show where this impact makes comparison with performance in previous years or against targets not appropriate (37 out of 87 indicators). Of the remaining indicators where a RAG status has been assigned, 37 show improved or maintained performance and nine show a decline. The indicators that show a decline in performance in 2020/21 are found across the services rather than are focused in a single service area.
- 2.3 The report also identifies areas where performance challenges remain. The report sets out how the Council is focusing on these areas and identifies next steps being put in place to addresses these areas.

### 3. Background

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- 3.1 Each year the Council is required to report to citizens on performance. This report fulfils that duty and considers performance within the Council from April 2020 to March 2021.
- 3.2 The suite of performance indicators reported has changed slightly from last year, with one indicator re-introduced; 5 indicators revised; 2 indicators added; and one indicator removed.
- 3.3 The 'percentage of children living in a low-income household' indicator has been re-introduced as the timeseries of data, using the new methodology, has now been published by [End Child Poverty](#).
- 3.4 Five indicators have been revised including:

- the anti-social behaviour indicator to better reflect the change in focus of the service following a review last year;
- the two planning application indicators now align with indicators published at a national level;
- and the two emission indicators now reflect the new target of net zero carbon by 2030.

- 3.5 The two additional indicators are ‘Bed days lost due to delayed discharge’ and ‘Air Quality Management Areas improvement’ and have been included to give a wider view of performance in those areas.
- 3.6 Finally, the ‘percentage of people who feel they have a say on local issues and services’ indicator has been removed as the Edinburgh People Survey has been revised into the Peoples Survey and this question is no longer included.
- 3.7 The impact of COVID-19 on many services means that performance this year is not comparable to previous years. A Blue RAG status has been included to show where COVID-19 has had an impact on performance regardless of whether than change shows improving or decreasing performance.
- 3.8 Some of indicators refer to the latest academic school year (running from August 2019 to June 2020) and trend analysis and RAG status has been reported on this data.
- 3.9 The lag time in the publication of some national reports (delayed by the impact of COVID-19) means there are some indicators where full year data for 2020/21 is not available.

## 4. Main report

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- 4.1 This report contains analysis of our suite of Corporate Key Performance indicators (KPIs) shown over the last three years. Benchmarking data is also included from a number of datasets including the Local Government Benchmarking Framework 2019/20 dataset and Scottish Government national publications.
- 4.2 COVID-19 has had a large impact on our services over the last 12 months and some of the ways in which services have adapted throughout the year is included to provide a holistic picture of how the Council has performed this year.

### ***Performance Overview***

- 4.3 Within the report, a RAG status, which compares performance against the target, has been assigned to the indicators. The RAG status is summarised below:

<b>RAG Status</b>	<b>Definition</b>	<b>Count</b>
Blue	COVID-19 impact, not comparable to previous years/target	37
Green	Performance is on or ahead of target	35

Amber	Performance is behind target by 5% or less	6
Red	Performance is behind target by more than 5%	4
-	RAG status could not be assigned	5

4.4 A high-level analysis comparing performance this year with last year has been added where possible. For those services where COVID-19 has had an impact, narrative has been added to provide to describe the impact and our response.

4.5 A comparison of 2019/20 to 2021/21 performance for 39 indicators, where COVID-19 hasn't had a sustained impact and data is available for 2020/21, is summarised below:

<b>Trend</b>	<b>Definition</b>	<b>Count</b>
Improving	Performance has improved on last year	27
Maintaining	Performance has remained the same as last year	10
Declining	Performance has declined on last year	8
Not appropriate	Comparing performance to last year is not appropriate	42

4.6 A full and detailed analysis of performance is shown in Appendix A showing the impact of COVID-19 on our services and performance and how we have adapted as well as outlining where progress has been made. The Annual Performance report also highlights those areas that remain challenging and provides commentary on the efforts being made and the improvement plans which are in place to address these issues.

4.7 An analysis of our complaints performance for 2020/21 is shown in Appendix B and will be published alongside the Annual Performance Report.

### **Performance Scrutiny, 2020/21**

4.8 It is proposed that:

- the KPIs have been reviewed as part of the development of the new Planning and Performance Framework (PPF) to align with the new Business Plan. The initial suite of KPIs will be reported to Policy and Sustainability as part of the final PPF report.
- Scrutiny of any revised set of KPIs in future will be undertaken by the Policy and Sustainability Committee as part of the regular performance reporting as outlined in the PPF.
- KPIs will be scrutinised by the Corporate Leadership Team via internal Performance Scorecards and Dashboards on a tri-annual basis to align with performance reporting to the Policy and Sustainability Committee.

- 4.9 We are also working to further improve the performance reporting available to the Public via our website as recommended in our recent Best Value Audit report. The Annual Performance Report (Appendix A) is part of our public performance reporting and will be made available on the Strategy, Performance and Research pages of [our website](#) following consideration at Council Committee. We will further enhance this with the publication of additional performance and data, for example, quarterly core performance measures, Best Value reports and Edinburgh By Numbers.
- 4.10 This will ensure compliance with our statutory reporting as set out by the Accounts Commission, Statutory Performance Information 2018 Direction.

## **5. Next Steps**

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- 5.1 The Annual Performance Report, 2020/21 will be published on the Council website and promoted through our social media channels.

## **6. Financial impact**

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- 6.1 Given that this report is retrospective, there is neither a financial nor procurement impact.

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

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- 7.1 A communications plan has been put together to promote the Annual Performance Report both within the Council and externally.

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

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- 8.1 Programme for the Capital - The City of Edinburgh Council Business Plan 2017-22, The City of Edinburgh Council, 24 August 2017

## **Appendices**

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Appendix A: Annual Performance Report, 2020/21

Appendix B: Annual Complaints Report, 2020/21

# ANNUAL PERFORMANCE

2020/21

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# Foreword



Adam McVey  
Council Leader



Cammy Day  
Council Depute Leader



Andrew Kerr  
Chief Executive

We're pleased to present our Annual Performance Report for 2020–2021, which has been a year like no other.

This report captures our work amidst a period of global crisis, which for Edinburgh began in March 2020. Our city and our lives changed very suddenly, and the scale of the Council's involvement to sustain lifeline services and keep our communities safe quickly became clear.

Since then, we've worked hard to keep services running and deliver vital help for those citizens and businesses who need it most. Our teams continue to have pride in working for our Capital City and a willingness to embrace new, innovative ways of working to deliver for the people of Edinburgh. Colleagues across all services have adapted to working differently and employed new technology to ensure the essential work of the Council can continue. Irrespective of our role in the Council, we've all had to change how we work to respond to the needs of our residents.

Yet, while we had to pause or slow down delivery in some areas; in others we've been able to make real progress. The number of children receiving 1,140 hours of early learning and childcare continues to grow, we've successfully reduced our carbon emissions and our parks have more green flags than ever before. Our performance on building warrants has improved despite the need to allocate resources elsewhere, while vital services such as bin collections continued thanks to early actions taken to ensure our colleagues could work safely. This impacted our recycling rates but we're glad to report that these are starting to show an improving trend again.

The recovery from the pandemic will dominate most of our lives for some time to come and we've been honest in this report where our performance has been impacted by COVID-19 and, where possible, set out how we're going to get back on track.

This report fulfils our statutory duty to report on our performance but, more importantly, it provides a holistic picture. It demonstrates how we'll drive forward Edinburgh's continued recovery and the changes we need to make together if we're to make Edinburgh an even better city for our residents.

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# Our response to COVID-19

Scotland was placed in lockdown on 23 March 2020. We quickly put in place many services to support our most vulnerable communities and businesses while maintaining essential public services. We also provided essential support throughout the pandemic working with several partners including the Scottish Government, NHS, EVOC and third sector organisations.

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## Supporting shielding and vulnerable people



- 13,000 shielding people contacted to offer support
- 29,000 calls and emails from shielding and vulnerable people
- 28,000 people supported through our Community Resilience Centres
- 10,840 calls to test and protect contacts

## Working with EVOC and third sector



Together, we supported:

- 5,195 people to get food
- 615 people get their medicines

## Supporting young people and families



- Made more than 68,000 school meals payments worth over £1.5 million between March and August 2020
- 11,700 boxes delivered to schools and 2,160 to early years centres and distributed to families from June to the end of school term
- 3,587 iPads distributed to pupils and 1,140 data packages
- 19 schools on average kept open each week during the first lockdown up until August 2021
- An average of 281 key workers' and/or vulnerable children that attended hub schools across the city each week



## Keeping in touch



- 185,326 messages handled on social media by our customer care team
- 39 million views of our website and 917,445 views of our coronavirus homepage

## Financial support to people and businesses



- £370,000 worth of isolation support grants awarded to 740 people from October 2020
- £5.5 million+ of Scottish welfare grants awarded to 27,750 people
- £250 million+ grants awarded to 19,000 business

## Protecting our frontline staff



10.53 million PPE items (masks, aprons, gloves) issued to keep frontline workers safe and make sure that they could continue to deliver vital public services

## Finding temporary homes



30% more temporary accommodation provided and we also worked with third sector partners to support people who were homeless.

# Strategic overview

This year we have put extensive resources into supporting the residents of Edinburgh and adapting our services as we live and work through COVID-19 restrictions along with taking forward our long-term strategic priorities. However, the impact of COVID-19 on the city over the last 12 months has been huge, and we need to focus on how we support the city to recover.

We have started to do this through our Adaptation and Renewal programme with five working groups:

- public health
- service operations
- change, people and finance
- sustainable economic recovery
- and life chances.

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Through this work and our learning from our response to COVID-19, we have refreshed our Business Plan ([Our Future Council, Our Future City](#)) and we are implementing a new Planning and Performance Framework.

Our 2050 Edinburgh City Vision continues to underpin our work ensuring that Edinburgh recovers to be the fair, pioneering, welcoming and thriving city that residents told us they wanted their city to be.

However, this performance report covers the period between April 2020 and March 2021 and so is aligned to the previous Business Plan, [The Programme for the Capital](#), which sets our strategic direction over the period of the current administration, 2017 - 2022. It includes the 52 Commitments that the Coalition will deliver, and splits our work under three themes that we have focused on:



- targeting investment on prevention and early intervention to reduce long-term reliance on services and allowing citizens to lead active, independent lives
- driving improvements to deliver the high-quality services that our citizens expect and deserve
- delivering growth within the city that is sustainable and inclusive.

You can read more about our progress in our annual Commitments Report.

This annual performance report sets out a summary of our performance under these three themes, and also brings together data on how we have managed our services in 2020/21. We have included our key performance indicators for 2020/21 in this report, along with data from the previous two years to provide a comparison.

# Prevention and early intervention

We support people to live healthier, longer, more independent lives and to improve life chances for all children; especially our most vulnerable. We place the needs of the individual at the centre of our services and supports which we provide at the earliest stage possible. We also want citizens to be involved in designing how their needs are met and for us to be able to respond quickly if these change.

Below are some key performance indicators that give an indication of how we are performing.



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Schools and education	2018/19	2019/20	2020/21	Target	Status
Percentage of early years settings providing 1140 hours of funded early learning and childcare	51%	55%	75%	51%	B
Schools (most recent education data)	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Target</b>	<b>Status</b>
Percentage of primary 1 pupils achieving CfE early Level reading	83%	84%	-	84%	-
Percentage of all leavers achieving literacy and numeracy Level 5	66.70%	67.1%	71.7%	67%	B
Percentage of all leavers from deprived areas achieving 5 or more awards at SCQF Level 5 or higher	38.00%	40.4%	49.2%*	40%	B
Percentage of all leavers achieving 5 or more awards at SCQF Level 6 or higher	37.50%	40.4%	44.1%*	37%	B
Percentage of all school leavers in positive initial destination	94.30%	95.1%	92.5%*	94%	B

School Attendance	2018/19	2019/20	2020/21	Target	Status
Percentage of primary pupils with low attendance	6.50%	8.0%	10.6%**	6%	B
Percentage of secondary pupils with low attendance	13.30%	15.2%	17.2%**	13%	B
<b>Children Services</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Looked After Children					
Number of looked after children (rate per 1,000)	14.5	13.7	12.5	15.4	G
Fostering and adoption	-				
Percentage of placements with Council foster carers	65.20%	67.4%	67.4%	67.0%	G
<b>Homelessness</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Homeless case management					
Average homeless case length (days)	365.3	380.4	476.3	340	B
% repeat homeless presentations	7.0%	5.5%	6.6%***	6.0%	B
% of support referrals made for households with a recognised support need	44.10%	54.10%	64.1%***	55%	B
Homeless accommodation					
% use of B&B as total of all temporary accommodation usage	39.8%	6.7%	13.3%	5.0%	B
No of families in B&Bs (at end March)	21	1	4	0	B
No of 16-17 year olds in B&Bs (at end March)	3	1	0	0	B
Non-contractual spend on B&Bs/shared houses	£3.34M	£2.71M	£7.20M	£2.75M	B
<b>Family and household support</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Antisocial behaviour					
Number of antisocial behaviour complaints per 10k population	32.01	29.86	32.56	30	B
<b>Criminal Justice social work</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Criminal justice orders					
% of criminal justice orders successfully completed	63.6%	65.4%	77.8%	65%	B

% of orders with unpaid work requirements with work placement offered within timescale (5 days)	95.4%	95.1%	70.3%	85%	<b>B</b>
<b>Adult social care services</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Unmet care (at end of March)					
Number of people delayed awaiting discharge from hospital (18+)	150	136	122	Decreasing	<b>G</b>
Bed days lost due to delayed discharge (18+, full year figure)	81,071	62,120	32,798	Decreasing	<b>G</b>
Number of people waiting for a package of care in the community	440	586	355	Decreasing	<b>G</b>
Number of people waiting for a package of care in hospital	40	48	53	Decreasing	<b>A</b>
Balance of care					
Percentage of adults 18+ years receiving care in their home, rather than a residential setting or hospital	57.2%	57.4%	60.4%	Increasing	<b>G</b>
Assessment and care management (at end of March)					
Total number of people waiting for assessment	1,375	1016	697	Decreasing	<b>G</b>
Total number of people with an overdue review	3,828	5239	3790	Decreasing	<b>G</b>
Average assessment waiting time (days)	37	42.8	25.2	Decreasing	<b>G</b>
Number of carer assessments/adult carer support plans completed	909	936	518	Increasing	<b>B</b>
Substance misuse support					
Substance misuse – timely treatment (percentage within three weeks)	85.5%	80.4%	80.6%	90%	<b>R</b>

Notes:

- \* *Attainment data is for academic year 2019/20 where a new method of assessment was used to give grades. Figure for 2019/20 cannot be directly compared with previous year's performance*
- \*\* *Attendance data is only up to December 2020*
- Due to the move to a new recording system for Homelessness on 25 January 2021 and the reporting system still being finalised, the Homeless data is only available for April to December 2020.*
- Substance misuse figures are for Oct – Dec 2020 (latest data published)*

Status **B** – COVID-19 impact, not comparable to previous years

**G** – on or ahead of target

**A** – within 5% of target

**R** – greater than 5% behind target

## Schools and early learning

We educate over 51,300 children in our 89 primary, 23 secondary and 11 special schools. We also have 99 early years settings. The number of children in Edinburgh continues to grow and so we continue to invest in our learning estate to be ready to meet expanding rolls in the years to come.

We had to close all our schools and early years provision in response to COVID-19. Throughout the year we have adapted how we provide learning to all pupils depending on the COVID restrictions in place. We quickly developed online learning for the first lockdown, adapted our schools to make them COVID safe for both pupils and staff to return, and also implemented a blended approach to learning for early 2021. Our staff have worked hard to ensure pupils continued to learn during this most challenging of years.

To support home learning, we delivered 3,587 iPads and 1,140 data packages to vulnerable children ensure that all had equal access to the online learning put in place this year. We also had to train staff quickly on how to deliver learning and teaching remotely. Our work with Teaching Unions paved the way for major advances in digital learning, overcoming issues including reporting to parents remotely.

Despite COVID restrictions we continue to increase the **hours of early learning and childcare provided** across all settings and at December 2020 three-quarters of all eligible children had a 1140 hours placement. We continue to work to meet the new Scottish Government deadline of August 2021.

Significant strategic plans had to be paused, including the raising of attainment of Numeracy and Mathematics. With the schools closed there was no standardised testing undertaken for pupils in Broad General Education and the Scottish Government cancelled the collection of Curriculum for Excellence levels in June 2020. For pupils in our senior phase an alternative certification model was developed for the assessment of SQA attainment courses in 2020 and 2021.

In terms of **educational attainment**, this year's cohort have had a more disjointed experience due to lockdowns, partial reopening of schools and home learning and we continue to monitor the situation carefully. There is clear evidence of an impact in terms of positive destinations for the 2019-20 cohort and so this is an area where we are increasing support for schools. This support includes earlier and more effective tracking of pupil destinations, more effective partnership working with Skills Development Scotland staff, and support visits to schools as required. We have focused efforts on identifying pupils originally listed as "unknown" in terms of Positive Destinations and are working to reduce these numbers.

COVID-19 has impacted on our ability to continue to **reduce the number of pupils with low attendance**. To support schools with home learning in 2021, Guidance in Monitoring or Engagement in Remote Learning was developed and shared with schools via an Additional Support for Learning Briefing. A Home Link Team was set up to support school's early intervention to engage children and young people in remote learning and returning to school post lockdown.

Only three special schools remained open for the children of keyworkers and children with complex needs whose parents needed ongoing day care support. Our Additional Support for Learning and Psychological services continued to operate during the period of school closures with direct support provided through Forest Schools and Outdoor Learning or support and advice to schools and families online. We delivered food parcels to vulnerable families, co-ordinated through a central team.

## Children's services

We support children and young people when they need care and protection by making sure they receive the right help, at the right time, from the right people.

We have invested in preventative, strength-based approaches that focus on relationships which has allowed more children and young people to remain in their families and communities. This has resulted in our rate of children being looked after falling from a peak of over 17 per 1,000

population in 2014 to 12.5 in 2020/21 and are now below the national figure for the first time.

We have continued to have a high **proportion of children in foster care placed with an Edinburgh Council foster carer**. At the end of March 2021 over 67% of all foster care placements are now with Council foster carers and the number placed with agency carers is the lowest in over ten years. We have aligned various teams working on supporting carers under one manager for greater sharing of resources and improved the range of training and development opportunities for all carers.

Child Protection related activity has been at levels similar to last year and the number of children on the Child Protection Register remains low.

We have maintained our support services for Looked After Children during the pandemic with assessment, support and direct care being delivered in accordance with Health and Safety guidance. Since March 2020, all staff have worked from home and we adapted intake processes quickly to reflect this new way of working. All face to face interactions with carers and children including the movement of children into and out of foster care placements were assessed to ensure everyone was COVID safe. Residential and Secure care have provided the same level of care delivered prior to March 2020. We have received additional funding to employ a full-time coordinator to enhance collaborative working across the Children's Partnership and assist with the implementation of the Promise.

We have been expanding our residential capacity by identifying supported accommodation options for unaccompanied asylum seekers. In the coming year supported accommodation options will continued to be expanded for care experienced young people and unaccompanied asylum seekers. We have also put in place contingency arrangements in case of COVID related closure of accommodations and arranged for third sector providers to provide placements for emergency admissions. We have developed a comprehensive fostering framework with 16 providers that will start from April 2021.

We've decided to separate responsibility for the recruitment and support of permanent foster carers to address an identified trend of children requiring this type of care to be placed with out of authority carers. A strategy to build on the strengths of Council carers offering permanent placements to children they currently care for will be developed.

## Disability Team

With COVID-19 and the lockdown restrictions from the Scottish Government, we have had to move to working from home and consider the best way to continue supporting families and managing contact for children who are accommodated.

We worked alongside the Locality practice teams to help deliver food and essential medical items to those shielding and to consider the safest way to support the families who were struggling with the care of their disabled child/ren alongside caring for siblings and also having to work from home themselves.

During the first lockdown we worked with our partners to develop a range of bespoke supports for those most in need, as well as managing the key worker hub at Braidburn school. We ensured that all children who were offered support could be kept safe as well as ensuring the safety for our staff. These supports worked well, and we were able to continue with these over the summer and autumn months.

We also worked with our partners who offer short overnight breaks to ensure that the children being offered this were those most in need and all units were following the same guidance. The staff from our behavioural support service have also helped support two special schools who were struggling with support staff for some classes.

We continued to respond to crisis situations and contacted all our families in the summer of 2020 to check that they were managing and to see what support was needed. This process is currently being repeated.



We continue to ensure that children aren't waiting for an assessment starting for more than two weeks. This has been more challenging over this last year as we know families are stressed with children being at home and often assessments have had to be delayed. To reduce delays, we have adapted the format of the assessment of need and risk form to make it shorter and focus on the key areas for families. Also, where possible we have offered support for three years which allows families to plan better and have consistency of care for their children.

We have accessed Scottish Government funding to support families through purchases such as IT and play equipment. We have also enabled families in using their Self-Directed Support funding flexibly where direct support could not take place, while ensuring that this would meet the same outcomes.

Our transitions teams have now been co-located with the Young People with a Disability team for over a year which has increased our understanding of each other's roles and allowed for enhanced partnership working. This has been additionally helpful due to staff working at home as links and relationships were already in place and communication between the two teams continues to improve.

## Homelessness services

Our aim continues to be to prevent homelessness from happening in the first place, but when it happens, we work with individuals to support them into accommodation.

We continued to support vulnerable tenants throughout COVID restrictions by setting up Council Resilience Centres (CRC's) offering emergency assistance for people who required temporary accommodation or homelessness assistance. People were offered support through, COVID safe, face to face and remote appointments. We worked with third party agencies to procure approximately 600 bedspaces which ensured that all rough sleepers were provided with accommodation and support away from the streets in late March and early April 2020. By

continuing this joint working during the year, we have reduced the number of people sleeping rough in the city from a pre-COVID average of 80 -120 people per night to under 10. In addition, we worked with partners to set up accommodation facilities to allow isolation and testing facilities for people who may be infected with COVID living in homeless accommodation.

We have also housed a number of families that would not normally be eligible for accommodation and so met public health requirements and current Scottish Government / COSLA guidance setting out the expectation that local authorities assist people with no eligibility for service to prevent destitution and rough sleeping.

One of the impacts of COVID restrictions has been fewer long-term suitable accommodation vacancies as people are moving less. This means that people in temporary accommodation cannot move into longer term accommodation. This reduced through put of individuals is seen in our performance for 2020/21 (Apr to Dec):

- **Average homeless case length** has increased from 380 in 2019/20 to 476.3 days in 2020/21
- **Percentage of repeat homeless presentations** after decreasing in 19/20 to 5.5% has risen to 6.6% in 2020/21
- **Percentage use of B&B as a total of all temporary accommodation** usage increased to 13.3%, up from 6.7% in 2019/20.
- The **total number of families in B&Bs** on 31 March 2020 was one, due to focused work undertaken to ensure people could safely isolate themselves and their families during the Coronavirus outbreak. This has risen during the year, with a high of 17 as we accommodated families who would not normally be eligible for accommodation (those with no recourse to public funds). As at 31 March 2021, only four families remained in B&Bs.
- Our **non-contractual spend on B&Bs/shared houses** has also increased from £2.75 million in 2019/20 to £7.2 million in 2020/21. In

total, the pandemic has resulted in a net additional cost of £9.3m to homelessness services.

- However, we have maintained the 2019/20 **number of 16 – 17s in B&B accommodation** and continued to show improvement in the **proportion of support referrals made for households with a recognised support need** (from 44.1% in 2018/19, to 54.6% in 2019/20 to 64.1% in 2020/21).

We have developed the second iteration of our Rapid Rehousing Transition Plan (RRTP) which was agreed by the Housing, Homelessness & Fair Work Committee on 18 September 2020. Our plan is aligned around four key objectives:

- preventing homelessness in the first place
- where temporary accommodation is required this will meet the needs of the household
- supporting people to access settled accommodation as quickly as possible
- reducing the number of people sleeping rough.

Our RRTP aims to increase prevention activity with a focus on earlier interventions. This work will be helped by the introduction of the Homelessness Transformational Prevention Programme supported by Council investment agreed as part of the budget setting process for 2021/22. This will see the introduction of 28 additional posts focusing on prevention, early intervention, income maximisation and supporting people to move out of temporary accommodation into permanent housing. We will also establish a multi-disciplinary response team which will explore ways to work across our services to identify trigger points that may put someone at risk of homelessness in the future and offer joined up support.

## Antisocial behaviour

We aim to keep the **number of antisocial behaviour complaints** received per 10,000 population below 30.0 per year. Our performance in 2020/21 was just above our target at 32.56 per 10,000 population which was similar to our rate in 2018/19 at 32.01 and higher than our rate in 2019/20 of 29.86. Most of our anti-social behaviour complaints are for noise or nuisance behaviour. We saw an increase in complaints in both of these categories in 2020/21 which are largely attributable to the restrictions placed on households as a result of COVID-19, resulting in more time at home for families and those who would normally be out at work. We saw a significant reduction in complaints about short term lets, with many of these sitting vacant during 2020/21 due to COVID related travel bans and holiday restrictions.

We have developed innovative and resilient community safety and justice services, such as online digital and telephone mediation services, to ensure people continued to access the support they require in COVID safe ways. These new approaches have both shortened the time taken to bring people in dispute together, as well as increased accessibility for those who have a disability, mobility or impairment.

Since April 2020, we have used a flexible model of mediation and shuttle mediation (in response to COVID-19) allowing a rapid response to neighbour disputes, such as noise, to seek early resolution and avoiding escalation. We have also continued to work jointly with Police, using our new formal review process, for all individuals with active ASBOs. As part of our three-year Community Safety Strategy (2020-2023) we continue to work jointly with partners to address community safety issues under our three themes of:

- response to noise
- young people who offend and those who become the victims of crime
- ASB - digital and social media.

## Community justice

COVID-19 has had a significant impact on community justice services. While most of our services moved to being provided remotely, such as assessments, supervision of people on community orders, post-release licences and groupwork activities, our face to face unpaid work activity stopped between April and October.

The gradual restart of **unpaid work services** is seen in our monthly figures with performance levels rising in October to pre-pandemic performance by December 2020 before face to face work was suspended again in December as we went back into lockdown. Performance over the six-month period has averaged out at 70.3% for offering work placements within five days. However, our adapted ways of working have allowed us to exceed the target and in March 2021 it was 96.2%.

The impact of COVID-19 on the courts has also had an impact. We saw considerably fewer requests for assessments and new orders being made. In addition, courts prioritised cases where urgent breaches of orders or extensions were needed. Furthermore, all unpaid work requirements were automatically extended by 12 months. This results in a higher than normal percentage of **successful completed orders** through April to September 2020 with performance returning to normal levels in October to December as services restarted.

There is a significant backlog of court cases and as services restart, we expect a significant increase in our workload with higher numbers of reports being requested resulting in increased numbers of individuals requiring supervision in the community, as well as managing the ongoing supervision and groupwork intervention of the orders that were extended last year.

While most of our staff moved to working from home, we ensured that essential services remained open including our supported accommodation for those convicted of violent offences and our clinical

prescribing service for those being supported on Drug Treatment and Testing Orders.

We have developed new ways of supporting individuals ensuring physical distancing is the basis for all interactions. For group work services, support and supervision was delivered through video conferencing, workbook activities and telephone calls or where appropriate delivered in person at much reduced capacity. At the same time, we have made sure that appropriate supervision of medium and high-risk individuals has been maintained throughout such as risk managed home visits for supervision purposes for cases where the home environment was crucial to effective order management.

The Scottish Government's decision to release a limited number of eligible short term sentenced prisoners to support a safe custodial environment, ran smoothly in Edinburgh. Individuals were released with the support they required in place.

Other services funded by us also continued to support people throughout the pandemic. For example:

- Victim Support supporting victims and witnesses of crime during lockdown through telephone, email and using technology to ensure victims received the support they required and were encouraged to participate fully in the justice system. Victims were able to access the Victims Fund which provided goods and services to victims where they were unable to meet the cost.
- The Edinburgh and Midlothian Offender Recovery Service supporting eligible people being released from prison to access the supports they need remotely through phone contact. This increases their likelihood of successful rehabilitation into the community.
- The Travel Service, which normally transports eligible friends and family to visit their loved ones in prison, continued to support people looking to contact their family member in prison through an 'email a prisoner' scheme and provided updates on changes to prison visits as restrictions eased.

We have also progressed actions under the Edinburgh's Community Justice Outcomes Improvement Plan 2019-22. Work embedding the Sustainable Housing on Release for Everyone (SHORE) standards continued and a prison-based housing options officer was recruited into the Access to Housing and Support Services Team in January 2021. We have continued developing our trauma informed leadership through providing specific development and mentoring sessions for senior social workers and team leaders; delivering training relating to mental health in the context of trauma; developing materials to support staff in delivering trauma informed interventions and delivered regular trauma informed group supervisions.

## Edinburgh Health and Social Care Partnership

We continue to focus on supporting people to live as independently as possible. COVID-19 has made 2020/21 a challenging year for all and the work of the Health and Social Care Partnership has been no exception. The way we work and engage with people has changed. We have been focusing on ensuring ongoing support for those most frail and vulnerable; those people whose health and lives are at greatest risk if they do not receive support. These changes to the way we, and our partners, worked are evident in measures throughout the system, for example less activity at A&E and reduced numbers of delayed discharges.

The **numbers of people waiting to be discharged from hospital** has followed a downward trend in the last four years. Throughout 2020/21 we have worked to facilitate timely, safe discharges from hospital as well as working to prevent unnecessary hospital admissions through our Home First programme. By looking additionally at the number of bed days lost it is possible to better understand the impact of delayed discharge. The number of bed days lost during 2020/21, at 28,230 days, is less than half the number lost during 2019/20 (at 62,120 days).

As an early response to the COVID-19 pandemic, measures were put in places to increase hospital capacity. This resulted in the number of people whose discharge was delayed falling by three quarters (74%) from

189 at the January 2020 census to 49 at the April 2020 census. Edinburgh was not alone in seeing a large reduction; across Scotland the number of people delayed fell by 65% in the same period. However, as activity in hospitals increased during the year so did the number of delays. Progress was made over the winter and at March 2021 there were 122 people delayed.

The **number of people waiting for a package of care** in their own home has been following a downward trend in 2020/21. From a peak of 634 people awaiting a package of care in March 2020, a downward trend has followed during the rest of the year and 408 people were waiting for a package of care at the end of March 2021. There have been fewer than 500 people waiting for a package of care in eight out of the last nine months. Some of this reduction will be from constrained demand due to COVID-19, but work has continued to ensure that capacity remains strong for this type of support.

The **number of people waiting for assessment** fell substantially again this year. The latest data show there were 697 people waiting for an assessment at the end of March, down from 1,016 at the same time last year. This reduction has been driven by several factors including changes in people going on the waiting list due to COVID-19. Improvement work such as a focus on prioritising assessments and the rollout of the Three Conversations approach will also have had an impact on these figures. Three Conversations is a preventative approach building on the person's strengths and resilience and is currently being rolled out across different teams. The **average waiting time** for people to have their first conversation with a worker between December 2020 and February 2021 was 2.5 days. This compares with an average of 37.3 days for those working in the traditional assessment model over the same time period.

Carers are a vital partner to the Partnership in supporting people who require help. The Edinburgh Joint Carer's Strategy was approved in the summer of 2019 by the IJB and the City of Edinburgh Council. Due to restrictions on the ability for staff to meet with carers, the **number of Adult Carer Support Plans completed** has been lower this year,

however, the Partnership and Carer Centres continued to offer emotional support, information and practical advice to carers including connecting carers with a service that's right for them.

We aim to ensure that everyone has a regular review to ensure that their social care support continues to meet their needs. Again, this has proved challenging to do in person due to COVID-19 but we have been able to adapt our processes so staff who have been shielding can carry out reviews virtually. From early 2021 we have focused on ensuring all older people who have been in care homes for longer than six months are reviewed by summer 2021. More broadly, the **number of people awaiting a review** at the end of March 2021 was 3,790. This was 1,449 fewer than in March 2020, a reduction of over a quarter (27.7%).

The proportion of **people who started substance misuse treatment within three weeks** was similar in 2020/21 at 80.6% compared to 80.4% and remains behind our target. The challenges to provide consistently rapid treatment access in NHS services continues and was exacerbated by COVID-19. We have worked hard to prioritise the highest risk patients over the last year (mitigating the impact of the average waits), but demand has been high, and the core community treatment services are now seeing approximately a sixth more patients than last year.

You can find more details on the Health and Social Care Partnership's [performance in their Annual Performance report](#).

## Key strategic/service developments

COVID-19 created significant challenges for the Edinburgh Health and Social Care Partnership, however, throughout we have strived to keep staff and the people we support safe including redeploying staff where extra resources were required, for example to enhance staff levels in care homes. Our Transformation Programme continues with some

amendments to accommodate the COVID-19 situation and we are considering how best to embed the positive changes that have been made in our response to COVID-19.

The Home First approach was accelerated in the spring of 2020. A focus on Discharge to Assess and the utilisation of 'Safe Haven' beds meant that fewer people were delayed in hospital and have been able to move home, or if their needs require it, move to a care home. These actions supported the aim in April 2020 of increasing hospital capacity. Discharges to care homes have continued through the year, with two negative COVID tests required to ensure the safety, not only of the person moving to the care home, but the residents and staff in the care home.

The rollout of the Three Conversations approach continued throughout the year. The ethos was spread more widely across all teams as they worked to connect people with their existing networks of support when it wasn't possible for them to be supported by more formal supports such as day care or lunch clubs. The rollout of formal innovation sites continues and, as well as people being seen in a more timely fashion with less need for formal support, staff reported feeling better able to support those requiring help.

We also started a conversation with the people of Edinburgh to develop the Edinburgh Pact, an agreement on expectations between the Partnership and Edinburgh citizens. In the summer of 2020 hundreds of people shared their views on what health and social care meant to them and this resulted in an [online exhibition](#). The Edinburgh Pact will shape the way we deliver services in the future, with a focus on enabling community mobilisation so services can be provided effectively within local communities.

## High quality services

We aim to make our residents' lives better by improving the places where they live, work and visit. We take pride in providing high quality services to residents, businesses, and visitors of Edinburgh. It is essential that all our services, from collecting bins, to providing housing and street lighting, are accessible to all. We are taking advantage of new technology to make sure that services make best value of public money.

Below are some key performance indicators that give an indication of how we are performing.



Waste and cleansing	2018/19	2019/20	2020/21	Target	Status
Waste Management					
% of waste recycled	41.1%	41.1%	39.6%	Increasing	A
Individual domestic missed bin service requests	33,621	17,690	19,887	21,180	G
Communal Domestic Overflowing and Missed Bin Service Requests	21,868	17,004	19,484	22,020	G
Street Cleansing					
% of streets clean (LEAMS)	92%	92.8%	81.8%	93%	B

Planning and building standards						2018/19	2019/20	2020/21	Target	Status
Planning										
Average no. of weeks to determine major planning applications (new measure)						61.1	45.7	64	33.5	R
Average no. of weeks to determine non-householder planning applications (new measure)						16.8	15.7	12.2	10.9	G
Building Standards										
% first report building warrants issued within 20 days						80%	96%	98%	95%	G
% of building warrants issued in 10 days after receipt of all satisfactory information						63%	83%	95%	90%	G
Roads						2018/19	2019/20	2020/21	Target	Status
% of customer defect enquiries completed within five working days						73%	75%	68%	85%	R
% of emergency road defects made safe within 24 hours						95%	98%	100%	90%	G
% of priority road defects repaired within five days						81%	94%	96%	90%	G
Road condition index (RCI)						36.40%	33.5%	37.1%	Decreasing	A
Housing services						2018/19	2019/20	2020/21	Target	Status
Housing										
Home completions (all tenures)						2,813	3,127	-	Increasing	-
Number of affordable homes approved						1,626	1,930	1,285	1,574	R
Rent arrears										
Average level of debt of tenants in arrears						£878	£967	£1,184	£900	B
Current rent arrears (end of year)						£5.7M	£6.3M	£9.4M	Decreasing	B
Income collected as a percentage of the total rent due						99.8%	99.6%	96%	n/a	B
Parks, greenspace and cemeteries						2018/19	2019/20	2020/21	Target	Status
Number of parks achieving green flag award status						32	32	34	32	G

Lifelong learning	2017/18	2018/19	2019/20	Target	Status
Number of adults achieving personal learning goals through participation in targeted education programmes	1,946	1,882	1,929	2,067	B
Number of young people participating in music, arts, cultural and creative learning activities	22,775	27,216	-	24,300	B
Number of young people participating in sport, physical activity, and outdoor learning (includes Active Schools)	24,086	27,015	28971	25,800	B
	2018/19	2019/20	2020/21	Target	Status
Number of library customer transactions	6.66M	6.38M	3.50M	6.99M	B

Note: the lifelong learning indicators are based on Academic year so latest data is up to August 2020.

Status **B** – COVID-19 impact, not comparable to previous years

**G** – on or ahead of target

**A** – within 5% of target

**R** – greater than 5% behind target

## Page 152 Waste services

Our waste services have continued throughout 2020/21 as we have adapted how we collect bins to ensure that our staff work in COVID safe ways. As we adjusted to the first lockdown, we had to stop blue box (glass) and brown bin (garden waste) collections, as well as closing recycling centres. This had a significant effect on **our recycling rates** which were unable to reach previous years' levels until June but have since shown an improving trend. As most Councils had to prioritise their essential collection services, our recycling rates is likely to remain in line with the national trend. Over 110,000 tonnes of waste was treated to generate energy rather than end up in landfill in 2020 at the 'Energy from Waste' plant at Millerhill. Early engagement on the Communal Bin Review has been carried out however the full completion of the review has been delayed until 2021/22, due to COVID-19.

Our performance remains positive for **service requests for missed individual bins**. Although there has been a slight increase from 2019/20, requests are almost 40% lower than the level in 2018/19 and ahead of our target. There has also been an increase in the **number of missed and overflowing bin requests for communal services**, though we have

outperformed the target, despite significant changes having to be made through the year. This included suspending services as explained above, reducing crew numbers in cabs, which in turn meant running separate vehicles to accompany collection crews. Also, the rise in home working and people spending more time at home is creating additional pressure on our service as people are generating more household waste.

## Street cleanliness

We have had to cope with significant disruption in 2020/21 due to the COVID-19 pandemic, including redeploying some staff to support other services in waste and cleansing. Monitoring through the year by Keep Scotland Beautiful (KSB) does reflect the difficulties in providing a citywide service. This is reflected in the street cleanliness score which has dropped significantly from previous years. Initial feedback from KSB indicates that this is primarily due to the prevalence of domestic waste in high density residential areas. A full analysis of the data is required to fully understand the reasons behind the score. The report is due to be circulated at the end of May. The report will also allow comparison with the other Scottish Authorities, meanwhile KSB have indicated that the urban authority benchmarking family group as a whole has seen a



significant drop in cleanliness score since last year with the average score, although yet to be confirmed, to be around 85%.

For the programme in 2021/22 an integrated approach will be taken whereby the new Litter Monitoring System platform and technology will be used but the current LEAMs (Local Environment Audit & Management System) methodology will also continue to be used. Litter counts which align with the new code will be undertaken but they won't be used for the KPI in 2021/22. This approach is being taken to provide a reliable transition between the two monitoring regimes and allows those Local Authorities who haven't done so already, time to complete the digitisation of their zones.

## Planning and building standards

We have changed our performance indicators for processing planning applications, so we align with the Scottish Government indicators published each year. Our new indicators measure decision making times by the average number of weeks in which applications without processing agreements or agreed time extensions are determined. Our determining of both major planning applications and non-household applications is improving.

For **major planning**, our average time has increased from 61.1 weeks in 2018/19 to 64 weeks in 2020/21. Timescales for major applications had shown a large improvement in 2020/21 until the last quarter. Performance in quarter 4 was affected by the closure of a legacy case which was first received in 2014 but had been inactive for several periods of time since. Although clearing these types of cases has impacted on average decision times, this is a necessary step to support sustained improvements moving forward. For **non-household applications**, our average time has decreased from 16.8 weeks in 2018/19 to 12.2 weeks in 2020/21. This significant improvement has been achieved at the same time as we have adapted to new ways of working and the number of applications received in the final quarter of 2020/21 was higher than any other quarter in the last two years.

The first two years of our Planning Improvement Plan saw progress in several areas:

- investment in developing leadership and management,
- handling 3,900 planning applications while adapting to COVID-19
- embedding a 'Delivering Excellence' programme of continuous improvement to processes.

Our improvement plan received an interim refresh in February 2021 with the aim of continuing to improve processes and time performance for legal agreements. This will impact on the timescales for major and non-household applications going forward.

We continue to show improvements in our building standards performance with an increase in the **issuing of 1st Reports within 20 days**, up to 98% in 2020/21 from 96% in 2019/20. We are also continuing to increase the **proportion of building warrants issued within 10 days of receiving satisfactory information**, up to 95% in 2020/21 from 83% in 2019/20. The COVID-19 pandemic has meant that we have adapted our systems to enable all staff to successfully work from home. We have also had to change our site inspection process by introducing live video inspections, ensuring that building works continue, helping aid the economic recovery.

We have recently been re-appointed as building standards verifier for this council area for a period of a further two years from 1 May 2021 to 30 April 2023. This is due to the sustained improvements that the service has made in performance, investment in staff and IT and the steps taken to improve customer satisfaction. We remain focused on our Building Standards Improvement Plan in the coming year, to ensure that further improvements are made, and our performance is maintained.

## Roads

Throughout 2020/21 we have shown consistently strong performance in the **percentage of emergency and 5-day priority road defects** that are

repaired within target timescales. During the early stages of the COVID-19 pandemic we were only carrying out this type of work, and it was not until late 2020 that we were able to increase it to all defects.

We have also completed our service re-structure which combines services that maintain the safety and performance of all the city's road and transport assets. Our **customer enquires completed within five working days** shows variable performance across the year although performance improved significantly from November onwards, with average for the last 5 months of the year at 78%. The restructure of the teams has allowed inspectors to focus on improving performance and this will remain a priority. Changes have been made to the timescales for repairing minor defects which is expected to allow the Roads Operations team to increase the number that can be permanent repairs, as opposed to temporary make safe repairs.

COVID-19 has had and continues to have an effect on the delivery of road maintenance schemes. However, on the 20th of May 2021 Finance and Resources Committee agreed the one-off allocation of £6m of investment in our roads and pavements which (subject to Council approval of this budget) will significantly increase the delivery of maintenance of the city's road network and improve **our Road Condition Index (RCI) score**. Although the RCI increased from 33.5% to 37.1% in the last year, we are one of the few councils who has extensive data on the full road network that allows delivery of the capital projects to be targeted at the roads that most require it. It is expected that this continued level of investment into the future will reduce the proportion of the adopted road network that requires maintenance.

## Housing

In response to COVID-19, we have had to adapt our working practices quickly to keep our tenants and staff safe through responsive, coordinated, and localised service delivery. This included a new service model for repairs, beginning with a critical service and then adapting to an essential service, taking individual tenant circumstances into account to

ensure tenant and staff safety at all times. There has been an acceleration in digital and remote working, with officers adapting well to new ways of working, whether at home, in the Council Resilience Centres or remote working to carry out essential repairs in tenant's homes.

Our focus over this period has been to maintain as many services as possible to support tenants, to repair and let homes and to maintain collection of Housing Revenue Account (HRA) income. Proactive contact has been made with tenants on an ongoing basis. Housing Officers mobilised quickly to carry out regular wellbeing check-ins with their tenants over the phone and to make them aware of where to get information on the range of advice and assistance that has been available, including foodbank referrals and support for tenants who were shielding.

Our Housing Service Improvement Plan (HSIP) was introduced in 2019 with the aim of significantly increasing customer satisfaction, improving operating performance and reducing costs, with a specific focus on developing more effective and responsive services for customers. The COVID-19 restrictions have reinforced the objectives of the HSIP and has highlighted some emerging priorities which will shape the way the programme is taken forward. The HSIP is driving improvements across several workstreams, centred around digital improvements, enhancements to customer communication, service resilience and efficiencies. We have prioritised improvement projects within the repairs service, to address legacy systems issues and inefficient processes which have a detrimental impact on performance, customer satisfaction, and cost. In response to the pandemic, the accelerated rollout of a new mobile working system, Total Mobile, has been a vital enabler for safe remote working for staff.

We also maintained our rent service throughout lockdown with early intervention, advice and support continuing to be provided to help tenants to meet their rent payment responsibilities and avoid getting into debt. During 2020/21 the cash value **of rent arrears** has, not unexpectedly, increased due to changes in a significant number of household financial

circumstances and the suspension of formal debt recovery measures, to ensure tenants were not at increased risk of losing their home during the pandemic. For those tenants in rent arrears, **the average level of debt** has risen from £938 at the end of March 2020 to £1,184 at the end of March 2021. Overall **collection of rental income** remains positive with 96% of income collected of total due in 2020/21. A contingency has been set aside in the HRA to account for an increase in rent arrears due to the transition of tenants to Universal Credit (UC). The number of tenants with a change in their financial circumstances and moving on to UC during the COVID pandemic saw a sharp increase in the early stages of lockdown, but the rate of increase has levelled in line with business planning assumptions.

Edinburgh continues to see the largest number of new homes built in any council area in Scotland. The 3,127 homes completed in 2019/20 is over twice the number in any other council area. As set out in the Strategic Housing Investment Plan 2021-2026, a record number of affordable homes were approved for site start in 2019/20 (1,930) and 1,443 homes have been completed.

We continue our ambitious house building programme which sets out a programme to deliver 20,000 new affordable homes by 2027. Over 6,300 homes have been approved during the first four years, and over 4,600 affordable homes have been completed. Construction across the city was paused due to the pandemic, with sites adjusting work practices to ensure workers could work in COVID-19 safe ways. Despite these delays, almost 1,300 homes were approved, and 1,100 homes completed in 2020/21. The Strategic Housing Improvement Plan approved by Housing, Homelessness & Fair Work Committee in January 2021 estimated that 2,000 approvals and almost 1,500 completions in 2021/22, however due to COVID some homes that were expected to complete or be approved for site start in 2020/21 will be delivered in 2021/22. Overall, we remain on target to have 10,000 homes approved for site start, under construction or complete by the end of 2022. There are over 2,000 affordable homes under construction on over 30 sites across the city.

There are almost 1,400 new homes in development and construction on Council owned sites including, Pennywell, North Sighthill, Dumbryden, Bingham and Parkview, as well as, homes in the Granton masterplan area. A contractor has been appointed to design and build around 150 new affordable homes and a new home for Craigmoynton Community Youth Football Club on the former Silverlea care home site, with construction expected to commence in Summer 2022.

We continue to invest in the Council's existing and new build housing to ensure all our homes have a very high energy efficiency standard. In the last five years £165m has been invested in improving existing homes and neighbourhoods. We have delivered more than 28,000 individual improvements, with an emphasis on making homes easier and more affordable to heat. This includes 7,100 homes with new modern heating systems and 1,600 homes with new doors and window upgrades. Much of this work was put on hold as planned works, particularly those inside tenants' homes, were severely impacted by COVID-19. Other programmes faced significant delays as a result of site closures and contractor furloughed staff. A further report will be taken to Housing, Homelessness and Fair Work committee in June, which will set out a detailed two year investment programme taking into the taking account slippage from 2020/21 and seeking to accelerate energy efficiency works as we develop a roadmap to net zero carbon by 2030.

## Parks and green spaces

A further two parks have been **awarded a green flag** in the 2020 national Green Flag Award scheme, which recognises high quality green spaces. We have received almost half of the 77 flags issued in Scotland. Saughton Park and St Katharine's Park, received the status for the first time, joining the other 32 parks already waving their Green Flag. Corstorphine Walled Garden has successfully retained its Green Flag Community Award.

Our parks have proven invaluable to residents this year and we have worked extremely hard to continue to care for them through challenging

times and restrictive operations. The COVID-19 pandemic has heightened the importance of local outdoor places for people's health and wellbeing, daily exercise and for making the city resilient to the growing global environmental and societal challenges it has had to face.

We opened new cycling facilities at Hunter's Hall Park with the completion of a pump track. Riders of all ages and abilities can use the track for free which is open all year round. This project forms part of the wider masterplan for new sports facilities within Hunter's Hall Park.

The latest benchmarking data (LGBF 2019/20) shows we continue to provide a high-quality service with high customer satisfaction levels and low cost. The £4M investment in our parks and green spaces which was agreed as part of The Sustainable Capital Budget 2021-31, will ensure we continue to provide this top performing service.

We are leading a project to increase tree cover to help Edinburgh fulfil its Climate Emergency commitments and become a Million Tree City by 2030. To achieve this, some 250,000 trees will need to be planted over the next decade across a wide range of public and private land. As our ability to plant trees has been impacted by COVID-19, time has been spent determining existing tree numbers, identifying the means through which tree planting can be funded and encouraged across the city, and ascertaining how we can more effectively monitor, record and communicate tree data. The Woodland Trust has granted nearly £300k to the project and a Project Manager has recently been appointed. A project launch has been re-timetabled to October 2021.

## Lifelong learning services

### Libraries

We had to close our libraries due to COVID-19 in March 2020. We worked to make going to libraries COVID safe and opened six libraries (at least one in each Locality) in October 2020 and a further four libraries reopened on 14th December. We had plans to open another library in

each Locality in January 2021 which had to be paused as we went back into lockdown and all libraries closed again.

Although physical issues and **visits to Libraries** dropped sharply this year, we expanded our online library available free to all citizens. Over two and a half million online books were accessed between April 2020 and March 2021 and issues of e-newspapers have increased by over 105% this year. Edinburgh Libraries won the PressReader award for Most Newspapers Read Online in the World in 2020. In addition, we've offered online library services to all school children to support their online learning as well as allow them to enjoy reading books for leisure.

In the coming year, we will develop our 20-Minute Neighbourhood and Hub models by:

- replacing old library building with a purpose-built library space with community partners in Muirhouse
- building a new combined facility at Ratho co-locating Ratho Library and Early Years Centre nursery provision
- Contributing to development and design process of Community Library spaces within new Liberton Learning Community campus and new Currie High School

### Adult learning

Face to face classes were suspended from April 2020 due to COVID-19 and have been unable to resume within community centres as priority was given to restarting primary and secondary learning first. However, we developed online **Adult Education classes** over the summer months and offered a reduced number of Adult Education classes from October 2020. From January 2021, we have 150 weekly courses running including ESOL (English to Speakers of Other Languages), Literacies, Syrian ESOL, Family Learning; and Outlook.

In October 2020, we responded to emerging needs of adults in the Granton area and worked with locality and voluntary partners to put in place the Granton Recovery Programme. Family learning workers worked

closely with English as an Additional Language staff to simplify e-learning messaging from schools to parents whose first language is not English and offered home learning sessions for parents unable to access the school's portal.

YouTube channels and resources were developed for adults and families including 58 ESOL Snacks to improve speaking and listening in English and Family Learning Time for a Story and shared with ESOL practitioners at a local and national level.

We have created alternative online learning options for adult learners who didn't have digital devices and other barriers including low literacy and English language skills. Whilst the numbers of learners reached remains good (13,200), capacity and the overall the number of learning hours has been reduced significantly (smaller class numbers, number of classes offered and high levels of staff time to provide online support to adults to access and navigate TEAMS). Resumption of face to face classes for more vulnerable learners e.g. literacies and ESOL remains a priority and is dependent on Facilities Management and cleaning resources being available.

### **Arts and creative learning**

The COVID pandemic resulted in all schools closing except for vulnerable children and the children of key workers. School staff focused their efforts to ensure the schools were COVID safe for the return of pupils and the roll out of online learning.

Until March 2020 Youth Music Initiatives (YMI) staff delivered in-person lessons. All YMI programmes were re-arranged for October 2020 (remote) moving to a mix of remote and in-person in 2021. Restrictions on staff movement and in-person delivery has resulted in a reduction in numbers of pupils accessing YMI. Resources have all been adapted for remote delivery and numbers began to increase when instructors were issued with iPads enabling delivery of live remote lessons. Specific restrictions on brass, wind and voice coupled with limits on the number of schools

visited in a week, continues to impact on the Instrumental Music Service. Priority has been given to Music SQA students.

### **Sport, physical activity and outdoor learning**

During the COVID pandemic face to face Sport and Outdoor Learning Unit (SOLU) ceased including the closure of Benmore and Lagganlia outdoor residential centres. In response, SOLU has targeted and adapted its resources and services including:

- deploying staff to support the delivery of outdoor physical activity in schools and hubs (curriculum and holiday); and Additional Support for Learning hubs (partnership working with Barnardo's).
- led or supported the development of Council guidance and route maps to enable safe and incremental reintroduction of services. Examples include outdoor onsite learning, offsite visits, physical education, and extra-curricular activity.
- developed online learning and teaching resources.
- switched from in-person to online training.
- undertaken wider responsibilities including co-managing and part-staffing the school COVID positive case management process

We have expanded existing services including the Primary 6 Holyrood Park Outdoor Learning Challenge Days and Games @ the Hub. We have continued to target resources to young people with protected characteristics and so reduce inequalities. For example, primary curriculum swimming programme and Duke of Edinburgh's Award.

# Sustainable and inclusive growth

We want Edinburgh to be a sustainable and inclusive city, where good growth means all our citizens can benefit for generations to come. This means promoting environmental, economic and social sustainability as part of a long-term commitment to tackling climate change, delivering good growth, and building resilient communities. We are ambitious in planning how the city's infrastructure needs to develop accordingly and need to make sure that this development is shared by everyone across the city.

Below are some key performance indicators that give an indication of how we are performing. Some of these indicators are from national statistics with lag times for publication so the latest data is shown below.



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<b>Emissions reductions</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Target</b>	<b>Status</b>
Total city's emissions – All greenhouse gases (MtCO <sub>2</sub> e)	2.721	2.595	2.428	0 by 2030	<b>G</b>
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Target</b>	<b>Status</b>
Total Council's emissions – All greenhouse gases (MtCO <sub>2</sub> e)	151	122	74	0 by 2030	<b>G</b>
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Air Quality Management Areas improvement	6	6	6	Decreasing	<b>A</b>
<b>Fair work and economic growth</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Number of households with no adult in employment	24,700	28,700	-	Decreasing	<b>-</b>
Number of clients supported by employability and skills services		2,156	1,515	-	<b>B</b>
Number of employers in the Edinburgh region accredited as Living Wage Foundation employers	416	494	545	Increasing	<b>G</b>

Culture					
Museums and Galleries					
Attendances at museums and galleries	785,427	820,083	12,927	750,000	B
Communities	2017/18	2018/19	2019/20	Target	Status
% of children living in a low-income household	21.3%	18.9%	20.3%	Not applicable	-

Note: \* status provided based on latest data

Status **B** – COVID-19 impact, not comparable to previous years

**G** – on or ahead of target

**A** – within 5% of target

**R** – greater than 5% behind target

## Sustainability

In May 2019, we committed to the ambitious target of making Edinburgh net zero by 2030.

The 2019 Short Window Improvement Plan set out immediate actions for delivery in 2019 and 2020; and a final progress report was published in [November 2020](#). Also in 2020, several strategic decisions were taken to mainstream the 2030 target into major city-shaping strategies, for example the City Mobility Plan and City Plan 2030. Most recently, the [2021-2024 Council Business Plan](#) has identified sustainability as one of the three core priorities for the Council.

### Carbon Scenario Tool and our emissions

To evaluate the projected emissions impact of key strategies, decisions, and work programmes, we have been working with the University of Edinburgh and Edinburgh Climate Change Institute to develop a Carbon Scenario Tool. The tool has been used to inform our pathway to net zero 2030. A draft Council Emission Reduction Plan (CERP) and a 2030 city target monitoring approach have been developed and reported to Committee in April 2021.

The tool has been recognised in the Scottish Government’s Climate Change Plan and there are plans to adopt its use across the Scottish Cities Alliance membership.

### City net zero 2030 strategy

During 2020 work commenced on a city net zero strategy. A draft strategy identifying the actions and approaches to be taken by citizens and public and private organisations is scheduled for public consultation over the summer of 2021. The final strategy is due for publication in October 2021 to coincide with CoP26 being hosted in Scotland.

As we are responsible for just three percent of the city’s overall emissions, a significant focus of the strategy has been on developing partnerships, collaboration and agreement to address net zero actions, by:

- hosting city partner forums - made up of the public and private organisations that collectively have the power, resources and solutions necessary to achieve net zero by 2030. Engagement has shown a strong appetite for co-production of the strategy and for partners to sign up to significant commitments to change.

- establishing a third sector roundtable – regular meetings to draw on expertise and experience of key community organisations in Edinburgh that can support the change required to meet net zero.
- co-sponsoring the independent Edinburgh Climate Commission – providing the city with expert, authoritative advice on how to accelerate city action on climate change.
- [adopting the Edinburgh Climate Compact as a founding member](#) in December 2020 – developed by the Edinburgh Climate Commission the compact sets organisational climate commitments for Climate Champions to adopt as part of their leadership on climate action.

## Developing innovative solutions for Edinburgh

Edinburgh is one of only 15 European cities that are part of the [Climate-KIC Healthy, Clean Cities Deep Demonstrator](#) programme. Funding in 2020 has allowed us to work with the Climate Knowledge Innovation Community and its partners to learn from other European cities and design a series of ‘tests of change’. This work will help us work with partners to develop innovative solutions to the complex system change required in key areas to deliver net zero for the city. These include:

- ‘Shortening local value chains’ – focussing on circular economy approaches, regulatory, financial, and social models that build local resilience. Pilots have been tested in the construction sector and are delivering 41,000 homes.
- ‘Whole Community Retrofit’ – testing a model that would enable the decarbonisation of homes in mixed tenure settings. The model seeks to create financial and governance structures that go beyond fabric retrofit and renewable energy to create ‘Green Neighbourhoods as a Service’ that includes climate resilience using ecosystem services, active travel, and community amenities.
- ‘Future Transport Infrastructure’ - collaborating with internal and external partners to develop approaches to roll out of Electric Vehicle (EV) infrastructure

- ‘Build-to-live’ – testing how the built environment (housing, urban spaces, private spaces) can become a piece of health infrastructure for Edinburgh as well as meeting net zero. This ‘whole system vision’ approach aims to maximise the potential of public land to deliver multiple benefits and will be taken forward subject to the identification of further external funding streams.
- ‘Funding Change’ – helping to develop understanding of the short-term solutions and long-term opportunities for funding major urban transformation to make net zero achievable by 2030. This work will support future funding bids and the development of innovative mixed models of finance to take forward a range of emission reduction and climate adaptation projects

## Air quality and Low Emission Zones (LEZs) development

The latest data for our Air Quality Management Areas (AQMA) shows concentrations of pollutants at most locations are decreasing. As data shows no breach of air quality requirements, we are considering the potential revocation of several AQMA declarations (Great Junction Street, St John’s Road Hourly declaration).

To address remaining areas of poor air quality, we will continue to work alongside the Scottish Government and the other Scottish cities to ensure LEZs are introduced across Edinburgh, Aberdeen, Dundee and Glasgow between February and May 2022.

## Poverty

Last Autumn, the Edinburgh Poverty Commission published its [final report](#) on the actions needed to end poverty in Edinburgh. The Council’s response, the End Poverty in Edinburgh Delivery Plan 2020-30, was published in December 2020, and implementation is underway. Ending poverty is central to the Council’s ambitions as one of its three priorities for the Council in the coming years, as described in the Business Plan. You can find out more about the work of [the Poverty Commission](#) and the



work of End Poverty Edinburgh, the independent group of citizens formed in 2020 to hold the city to account.

## Economy

Our business and employment services have had to undergo several changes this year due to COVID-19 and the impact it has had on the economy. We adapted new ways of working to provide quick and essential support to businesses and citizens, working with partners across all sectors and industries. We administered over £181.4M in grants to more than 19,000 businesses through several Scottish Government business support schemes, including the Business Grant scheme, Break Restrictions Fund, Furlough Support, Strategic Framework Business Fund, and the Taxi & Private Hire Driver fund as well as many more smaller schemes for specific sectors. We also distributed over £12M to businesses that had not been eligible for other Scottish Government funded support through the Edinburgh Discretionary Business Support Fund. We continue to work with the Convention of Scottish Local Authorities (COSLA), Scottish Local Authorities Economic Development Group (SLAED) and the Scottish Government on new schemes. This has helped to ensure that Edinburgh is more involved in the early framing of these and the related administrative tasks.

We have been able to maintain core business support and employability services including Business Gateway, No One Left Behind support and all our Third Party funded services. Although some services, such as Project SEARCH, were reduced or suspended for health and safety reasons during the pandemic. We have also extended our Edinburgh Employer Recruitment Incentives and grant funded specific projects for supporting parents into employment, in response to additional funding from the Scottish Government. We have also expanded our Edinburgh Guarantee from a youth only employability provision to now supporting all citizens but with a specific focus on those with barriers to employment.

## City centre transformation

The final proposed concept designs for the transformation of Edinburgh's historic George Street were unveiled in February 2021. These included artist's impressions and a 3D fly-through illustrating how the street and surrounding area, within the UNESCO World Heritage Site, could look under the George Street and First New Town Public Realm Improvements Project. The changes include:

- significantly widened pavements
- landscaped spaces for play and relaxation
- a cycling thoroughfare, where motor traffic is largely removed
- removal of street clutter alongside 'urban greening' through shrubs and hedging.

Improvements are being delivered as part of a coordinated package of projects under Edinburgh City Centre Transformation. This includes the forthcoming Meadows to George Street and City Centre West to East Link schemes, which will transform walking, wheeling and cycling routes and connections across the city centre.

## City mobility plan

The ten-year plan to deliver a better connected, net zero carbon transport system, a healthier environment and a thriving, inclusive Capital was agreed in February 2021. The plan has been inspired by forward-thinking cities around the world embracing challenges posed by climate change, poverty and inequality. It sets out our approach to the sustainable and effective movement of people and goods to and around the city over the next decade. The Plan aims to encourage a change in public behaviour towards the use of sustainable transport through:

- expansion of the tram and mass rapid transit network
- improvements to bus routes
- creation of 'mobility hubs' in existing communities and new developments

- introducing a city operations centre to monitor traffic
- create more liveable places less dominated by motor traffic
- build on the city's network of walking, wheeling and cycling routes.

The final plan follows several years of engagement with the public, stakeholders and partners. A consultation in 2020 gathered more than 1,800 comments on draft proposals with support demonstrated for all policy measures. The plan acknowledges the impact the COVID-19 pandemic has had on transport demands and mobility patterns, and how a green recovery can harness the associated effects of lower traffic levels. It also champions 20-minute neighbourhoods, an internationally recognised concept where local services are within a 20-minute walk of your front door. It goes even further to envision neighbourhoods where people's daily needs can be met within a 10-minute walk or wheel from their house.

## Trams

The Trams to Newhaven site preparation works re-started on Monday 1 June 2020. New ways of working to ensure the sites were COVID-19 safe included the introduction of infection control stations, additional water stations and toilet facilities for workers within the site, ensuring all office workspaces and facilities were set up appropriately, and the removal of the protective in-fill material that was used. As a result of COVID-19, the project experienced a 13 week delay due to the construction site shut down. In order to take this delay and new physical distancing working guidelines into account the programme has been reviewed and updated. Although the project has faced significant challenges, we are still on track to deliver Trams to Newhaven by spring 2023. The project was allocated £207.3m as part of the final business case presented to committee on 18 March 2019. We continue to work within that budget.

Support continues to be provided to local business affected by the tram works. Over £2.4m of funding to support local business via a series of measures intended to maintain the accessibility, vibrancy and desirability of the affected streets. The primary aim is to provide support to the

diverse range of independent businesses along the route. Recognising that the tram works have the potential to affect business as usual in the local area, we previously invited feedback from the local business community on a set of measures. These measures have now been developed following feedback from local traders, members of the public and interest groups.

## City Region Deal

Since the Edinburgh and South East Scotland City Region Deal (CRD) was signed in August 2018, £165m of the UK and Scottish Government grant of £600m has been drawn down and projects worth 61% of the full Deal allocation have had business cases approved for implementation by Joint Committee. The City of Edinburgh Council acts as the Accountable Body for the Deal and has worked well to ensure that spend is aligned to profile.

All six projects in the Data-Driven Innovation Programme have now had business cases approved. Thirty industry partners are working with world-leading researchers in the University of Edinburgh's data-driven innovation hub, the Bayes Centre, with industrial innovation zones in Fife and the Scottish Borders also underway.

Our regional skills programme is progressing well. It comprises seven skills and employability projects for school pupils, people facing barriers to work, and those looking to learn new skills. The programme includes an intensive family support project and initiatives to promote skills development in housing, construction, renewables, and digital sectors. This work has been supported by our Arms-Length External Organisation (ALEO), the Capital City Partnership (CCP), who are in a unique position to facilitate wider regional working beyond the Deal. Following the COVID-19 outbreak, the CRD partners re-purposed and fast-tracked the launch of a job-matching portal to help employees and employers impacted by the pandemic. 3,650 jobs have been advertised, plus training opportunities. An employee grant scheme was also rolled-out with 77

micro-businesses across the city region, of which 18 are in Edinburgh, receiving grants of £500-£1,000 to help retain staff.

The West Edinburgh project is underway with the West Edinburgh Transport Improvement Programme Board established. Consultation on draft orders for Sheriffhall has closed. Discussions are ongoing with stakeholders including the City of Edinburgh Council on public and active travel provision.

Progress has also been made on the Dunard Centre, Edinburgh's first purpose-built music venue in 100 years. A revised planning application will be submitted in May and a revised business case is scheduled for consideration in September.

In terms of Housing, Edinburgh Living has been operational for two years. All £16.1M in available Scottish Government grant funding has been claimed. So far 299 homes have been completed to date with over 100 more due to be completed this year.

Work to finalise the outline business case for Edinburgh's Waterfront is underway. This will be reported to Council in Autumn. A number of early action projects are currently underway including the renovation of Granton Station building for use as a creative hub and three housing sites that will deliver around 650 mixed tenure net zero carbon homes.

Regional partners continue to work well together to develop a Regional Growth Framework, which seeks to articulate the long-term aspirational goals for the region and guide the future direction of regional partners and a range of other public sector organisations over the next 20 years. Non-statutory in nature, it will be a public statement of aligned vision, ambition and priorities for South East Scotland, seeking to influence and be influenced by plans and strategies developed at national, regional and local levels. Joint Committee will consider a draft Regional Growth Framework for consultation in June, and the final framework is scheduled to be considered by Joint Committee in September and constituent councils immediately thereafter.

## Granton Waterfront

The first phase of housing for the development of Granton Waterfront was given the go ahead by Councillors in May 2020. The Granton Waterfront regeneration is expected to lead the way in sustainable development as part of Edinburgh's commitment to be net zero carbon by 2030. A £1.5m contract was awarded to CCG (Scotland) Ltd to take forward designs for planning approval for an affordable housing development to include around 450 high quality homes. We are engaging with the community to develop the designs for the site.

The wider proposals will create one of Europe's largest coastal city parks linking Granton Harbour to Cramond and Lauriston Castle, reconnecting the city with its waterfront and providing the opportunity for residents and visitors to enjoy spectacular views across the Forth while experiencing enhanced leisure and outdoor activity. The plan is also set to deliver an exemplar urban design centred around climate resilience, leading the way in future sustainable development and growing the economy in an inclusive way.

The proposals will bring around 3,500 new homes of which at least 35% will be affordable, a school, medical centre, creative and commercial space, new cycling and walking routes and enhanced sustainable transport connections with the city, making a significant contribution to Edinburgh's target to become a net zero carbon city by 2030. With an overall gross development value of around £1.3 billion, we are committed to investing around £196m to accelerate the regeneration, attracting significant public and private sector funding to deliver the vision.

The Edwardian B-listed former Granton Station, set in the heart of the city's planned new sustainable Granton Waterfront district, is to be restored by us at a cost of up to £4.75m. Work will commence to bring the historic former Granton Station building back into use by early 2022 as a high-quality creative workspace and the derelict land in front of the building will once again be used as a public square for community events and recreation to be enjoyed by residents and visitors to the area.

## Culture

### Museums and galleries

In line with Scottish Government guidance, all Museums and Galleries closed when lockdown was introduced in March 2020. The City Art Centre was approved for COVID-19 secure re-opening briefly during the autumn. Whilst open, for 14 weeks before the second lockdown at Christmas, 8,924 people visited who enjoyed four exhibitions: Bright Shadows, City Art Centre at 40, Jock Mcfadyen goes to the Pictures (in partnership with the artist) and E A Hornel; From Camera to Canvas (in partnership with the National Trust for Scotland). This figure equates to 1.1% of total visits to museums and galleries in 2019/20. Museums Galleries Scotland contributed a grant towards re-opening costs in September 2020 of £7,211.

To assess visitor reaction and support future venue re-opening, two online visitor surveys were carried out between September and December 2020. Results were extremely encouraging.

- 99% of respondents said that they felt safe visiting the gallery,
- 85% rated their overall experience as very good
- 88% rated the staff as very welcoming and helpful.

While it was open, the City Art Centre generated £21,125 in retail revenue. Mimi's café generated over £85,000 in takings of which we receive a percentage. With the introduction of a new EPOS system, online donations can now be made and visitors encouraged to give when booking entry. This generated 300% more than the previous year's donations.

Donations were received to the City's Art Collection from the family of photographer Robert Blomfield and from photographer Colin Maclean. The Jean F Watson Bequest Committee met twice in 2020. In February they approved the purchase of a suite of 29 prints from Edinburgh Printmakers at a cost of £13,024, and works by James Lumsden, Michael Craik and Eric Cruikshank. In the autumn the Committee approved the

purchase of three prints by artist Rachel MacLean. National Fund for Acquisitions Grants were awarded for all the above acquisitions. Within the past year loans of museum collections have been made to the Victoria and Albert Museum, London; Fife Contemporary and a museum in the South of France.

Given the unprecedented impact of the pandemic on the people of Edinburgh, we began a contemporary collecting programme in Spring 2020 with a call for objects reflecting experiences of lockdown across the city, to be added to the city's [social history collections](#). This attracted wide community and press interest, and has also resulted in partnership with University of Edinburgh to [record and preserve personal testimonies and oral history recordings](#).

### Monuments

The circumstances of the past year have prevented a lot of work on the monument estate. One item of note is that the Meadows Jawbones have now been restored, electronically scanned, and are now back in Edinburgh awaiting the completion of the support fixings. Installation is planned for later this year. Work has been progressed on a reinterpretation and improvements plan for the Stone of Remembrance at the City Chambers, and conservation surveys have been undertaken on a number of key statues with a view to future restoration. The installation of a new bronze plaque on the Melville Monument is also in final planning stages.

### Travelling Gallery

Travelling Gallery secured £2,606 from Scotland's Events Recovery Fund which has been used to deliver remote learning activities to engage national partners and audiences while the Gallery is unable to tour. The fund also enabled three films to be commissioned. These films demonstrated creative learning activities and provided an introduction to the organisation and to the exhibition '*Shaped of Water*'. [These are now available on our website](#).

## Learning and public programme

We delivered 74 virtual events in 2020/21 to many thousands of people both locally and internationally. These include lectures as well as live streamed dance, music and choir sessions, bringing people together from home.

## Digital exhibitions

The *Adjust/Adapt* exhibition in partnership with the Scottish Furniture Makers Association and Visual Arts Scotland was due to be staged at the City Art Centre, but has gone online, opening March 2021. We worked with LGBT Youth Scotland to create a digital version of the Proud City exhibition that opened at Queensferry Museum in March 2020, just days before lockdown. The exhibition celebrates the lives of LGBTQIA+ people and was co-created with young people who are part of the LGBT youth group in Queensferry. [It is available to view on the Museums and Galleries Edinburgh website](#). Black Lives Matter protests were held in Edinburgh in 2020 from which Museums and Galleries staff acquired a large donation of placards, banners and signs. We produced a [digital exhibition for the Capital Collections platform using these donations](#). They demonstrate the importance of the Black Lives Matter movement to Edinburgh residents and the wide-ranging impact the movement is having in the city.

## Archaeology

All construction work was stopped during the first COVID lockdown. Nonetheless during 2020 we had input into a record 375 planning and listed building applications (up 11% from last year), 186 of which needed further archaeological mitigation. The year also saw a five-fold increase in responses to major utilities projects requiring archaeological work. As an integral part of the tram project's management team, a significant focus of the service's work has been helping to deliver the Trams to Newhaven project, centred upon the taking down and rebuilding of South Leith Parish Kirk's Constitution Graveyard wall and the burials associated with its medieval graveyard. COVID-19 restrictions required development and

implementation, with the main contractors (GUARD Archaeology and MUS Utilities Services), of new ways of safely excavating on site. The excavations lasted six months and unearthed c.360 burials including a possible plague pit, evidence of disabilities and a pre-graveyard ditch containing a possible murder victim. The planned programme of community engagement also had to be significantly altered. As a result, a [programme of social media outreach](#) was produced, principally through regular weekly Vlogs on YouTube and on the Trams to Newhaven website.

## Key strategic developments

### Auld Reekie Retold

This three-year project to undertake a detailed inventory and condition review of the Museum and Galleries collections has progressed well despite significant challenges for the team in being able to access collections and undertake community engagement activity as planned.

### Inclusion Working Group and Digital Engagement Strategy

The pandemic experience has highlighted areas where Museums and Galleries require to develop skills and resource. The need to connect, innovate and engage digitally led to a successful grant application to Museums Galleries Scotland for £55,000 to create the Service's first Digital Engagement Strategy.

### Cultural venues

In line with Scottish Government public health guidelines, the Cultural Venues - Usher Hall, Assembly Rooms, Church Hill Theatre and Ross Bandstand have been closed for events since the first lockdown in March 2020. This has had a serious impact on service delivery, seeing attendance figures fall to zero from over 662,000 in 2019/2020.

During the past year we have been managing busy venue schedules, with the main aim of initially maintaining bookings. The majority of concert and events chose to roll forward to future dates as lockdown continued to

impact trading. All the Cultural venues continue to receive new enquiries and bookings for the Autumn of 2021 onwards, although the impact on income and business in year has been severe.

We have worked with internal and external industry colleagues, Scottish and UK Governments and sectoral groups to lobby and inform the ongoing plans to reopen venues. Service plans and risk assessments have subsequently been developed where performances and events can be managed while adhering to public health and government guidelines. The Usher Hall was successful in achieving £240,000 of financial support from Creative Scotland's Performing Arts Venues Relief Fund to help offset the cost of staff and maintaining audience development work.

Staff from across our venues have also supported other areas of our response to COVID-19 such as:

- driving and managing Facilities food deliveries to people shielding and schools during lockdowns
- supporting the Symptomatic Testing Centre at Usher Hall
- administrative support for Spaces for People
- election support for postal votes
- leading roles in setting up and running Asymptomatic Testing Centres.

### **Festival 2020**

Assembly Rooms played host to the Edinburgh International Book Festival first ever fully virtual event in August 2020. The event ran throughout August 2020 and included 146 talks viewed 210,000 times by

a worldwide audience – this figure continues to grow as audiences continue to watch the events on demand. The Usher Hall and Ross Bandstand infrastructure were utilised by Edinburgh International Festival in August 2020 to facilitate a series of activities throughout the month under the headline of My Light Shines On.

Looking forward to how we deliver the summer festivals has had to be revisited and conversations are ongoing in order to deliver activities in summer 2021.

By working with the city's myriad cultural ecosystem representatives, we have been contributing to the work citywide to ensure sector retention and recovery going forward – including the city's strategic positioning as a cultural destination and host to events, and home to festivals.

The core challenge in the year ahead is to safely reopen our venues and services in line with Scottish Government guidelines. This will involve the recommissioning of buildings with appropriate measures in place to manage the post-pandemic environment, restoring supply chain networks, rebuilding audience confidence in taking part in public activities and balancing the financial requirements of income maximisation and budget pressures. The post-COVID environment will also require innovation within our digital offering, rescoping and redesigning our ICT infrastructure to provide the offer of hybrid and streamed events on a more regular basis.

## Delivering effective and efficient corporate services

As a large and complex organisation, we rely upon a range of professional and enabling corporate services such as finance, property, human resources, legal services and digital services. These teams make sure that we have robust internal controls and governance arrangements, allow us to manage our assets well, support our teams and achieve value for money across our operations. These functions also provide a range of key services and support to citizens through our customer contact and transactions team and manage the administration of welfare and benefit services.

Below are some key performance indicators that give an indication of how we are performing.



Customer services	2018/19	2019/20	2020/21	Target	Status
Citizen and service user contact					
Calls answered within 60 Seconds	65.0%*	64.9%	71.0%	60%	G
User satisfaction with contact centre	75.0%	76.0%	72.0%	75%	A
Call abandonment in contact centre	6%	7%	5%	10%	G
Shared repairs (essential works) case resolution % closed (updated PI) (March 19)	85%	82%	84%	70%	G
Key processes					
Days to process new benefit claims	25.2	16.75	17.1	28	G
Days to process benefit change of circumstances	7.8	7.1	6.6	10	G

Days to process community care grants	19.1	11.5	8.9	15	G
Days to process discretionary housing payment claims	19.2	15.5	26.5	15	B
Days to process crisis grants	2	1.9	2	2	G
<b>Compliance</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Information Compliance					
FOI(S)A enquiries - % answered within statutory timescales	86%	84%	87%	90%	A
<b>Revenue management</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Non-Domestic Rates (NDR) collection					
Proportion of NDR collected	96.9%	96.3%	90.5%	83.4%	B
Council Tax Collection					
Proportion of Council Tax collected	97.00%	96.95%	95.96%	95.67%	B
Commercial income					
Commercial property portfolio rental income	£14.88M	£14.35M	£8.364M	£15.416M	B
Void rate on commercial property portfolio	2.60%	3.40%	5.28%	4%	B
<b>Our buildings and technology</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>	<b>Status</b>
Property and asset management					
Asset management works capital expenditure	£21.29M	£47.34M	£14.13M	£30M	B
Proportion of schools in good or satisfactory condition	80.33%	90.16%	91.53%	88.3 % (national average)	G
Percentage of primary schools operating above 80% capacity	75%	70%	69%	78%	R
Percentage of Secondary Schools operating above 80% capacity	65%	74%	74%	74%	G



Digital Services					
Number of severity 1 ICT incidents where resolution is greater than four hrs	18	7	7	12	G
Our people	2018/19	2019/20	2020/21	Target	Status
Productivity and wellbeing					
Lost working time due to ill-health absence (Council)	5.18%	5.37%	3.99%	4.00%	B
RIDDOR reportable injuries rate per 100 employees	0.02	0.04	0.02	Decreasing	G
Workforce numbers					
Total employed full-time equivalent (FTE)	14,736	14,764	14,898	Not applicable	-
Total spend on flexible workforce (agency workers)	£22.5M	£19.4M	£17.7M	Decreasing	G
Financial management	2018/19	2019/20	2020/21	Target	Status
Council-wide					
Proportion of approved budget savings delivered	60%	77%	82%	85%	B
Revenue: current year's projected outturn	99.8%	100.5%	99.2%	100%	G
Procurement and contract management					
% of invoices paid within 30 days	95%	95%	96%	95%	G
% of revenue spend placed with contracted suppliers	92%	94%	93%	93%	G

Note: COVID absences are not included in our absence figures

Status **B** – COVID-19 impact, not comparable to previous years

**G** – on or ahead of target

**A** – within 5% of target

**R** – greater than 5% behind target

## Customer contact services

Our contact centre and transactions team continues to perform well with over 70% of **customers asked indicating they were satisfied** with the service they have received. In the last year, 73% of calls to the contact centre were **answered within 60 seconds**, above the 60% target. We have also maintained **our essential shared repairs services**, and we remain above our target of 80% in 2020/21. The COVID-19 pandemic required us to adopt new ways of working and the Contact Centre was successfully supporting a blended homeworking/office-based structure. We remained operational throughout 2020/21, providing initial support for all essential services, before reverting to a full service in the second half of the year. We have also supported a wide range of additional COVID-19 specific services, including support and advice to shielding, vulnerable and self-isolating citizens in Edinburgh and completed thousands of wellbeing calls to Edinburgh residents during 2020/21.

The last 12 months has brought significant challenges that impacted on normal service activities. We have responded to this by introducing new ways of working and additional services to mitigate the challenges faced by Edinburgh residents, businesses and service users. These include:

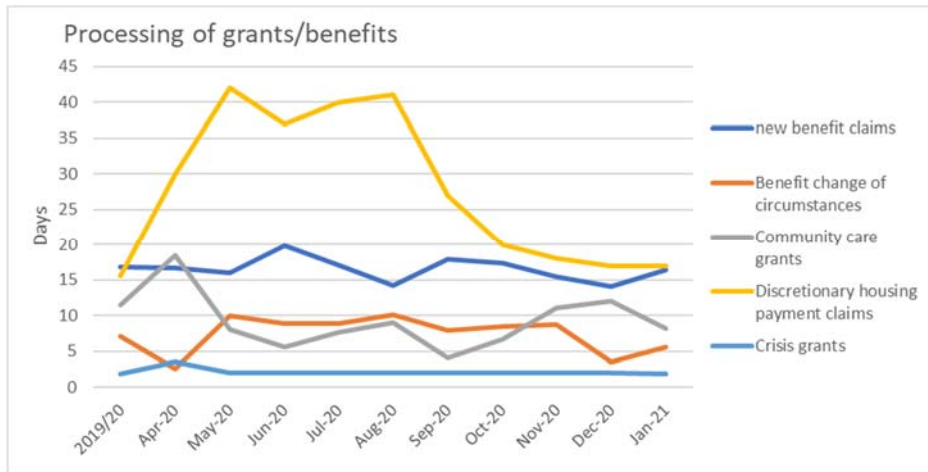
- Fully functioning home working operations for all essential services, including a 24/7 contact centre;
- Council Resilience Centres have provided emergency face to face service support in key locations in Edinburgh;
- Dedicated contact lines to support shielding, vulnerable and self-isolation queries and concerns. These have provided financial support, food and advice for people experiencing hardship;
- Ongoing welfare contact calls to vulnerable Edinburgh residents, providing advice and support;
- Administering dedicated funding to support eligible foodbanks in Edinburgh;

- Administering a range of Scottish Government schemes, including self-isolation grant scheme, £100 hardship payments and £130 Council Tax Reduction support scheme;
- Establishing and managing a major Personal Protective Equipment supply chain, storage and distribution service for the Council and partner agencies, such as the Edinburgh Integration Joint Board;
- Making compensatory free school meal payments in line with reopening plans for schools; and
- Administering a range of business support grants, including the recently announced restart grants (£200m of business grants paid to date).

## Welfare

We have **maintained or improved the processing times for most welfare grants/claims during 2020/21**. This has been achieved against a backdrop of increased levels of queries and applications, related to the ongoing COVID pandemic and we have introduced new ways of working and automation to support these vital services.

**Discretionary Housing Payment claims** processing rose from 15 days to over 40 days during the first lockdown returned to normal levels by October 2020. The initial increase was directly related to an increase in applications, which has been mitigated through local initiatives, targeting support for temporary accommodation applicants and wider national welfare changes, including changes to personal and local housing allowance rates.



## Information governance

The proportion of **Freedom of Information (FOI) requests** completed to timescale rises this year from 84% to 87% and is just behind our target of 90%. We've employed an extra Information Right Officer which has increased the support available to help those asked to respond to a FOI to do so timeously.

## Council Tax and Non-Domestic Rates collection

During the last 12 months Edinburgh households and businesses have experienced exceptional challenges. This has inevitably impacted on normal **collection rates for both Council Tax and Non-Domestic Rates**. We suspended all recovery actions for outstanding invoices for the majority of 2020 and continue to offer extended repayment schedules for those experiencing financial hardship. We continue to promote and apply all appropriate business reliefs and grants.

The **rate of commercial properties being empty** rises this year to 5% due to the economic impact of COVID-19. We have also put in place several initiatives to give commercial tenants rental relief to support them during the COVID-19 lockdowns. As at 31 March 2021 there was a total

outstanding debt from the portfolio of £8.763M. However, there is some element within this figure of rent demands for the second quarter of the year which overlaps into 2021/22. Work is ongoing to quantify this figure. The working assumption is that the portfolio has performed better than the forecast budget shortfall of £9M. These two events mean that **our rental income** drops to £8.364M in 2020/21.

## Our buildings

As the third year of a five-year **programme of targeted investment**, we have still achieved an actual spend of £14.4 million in 2020/21 to date (48% of the annual budget), with a projected year-end spend of £15.6 million (52% of the annual budget). Despite the 2020/21 spend being significantly impacted by COVID-19 restrictions which impacted the construction industry, the overall five-year programme of scheduled spend is ahead of schedule; with approximately £83 million or 70% of the five-year programme budget having been expended with 58% of the programme time elapsed. This means the overall progress of the programme to bring our buildings up to a sustainable, safe and effective state is good, prioritising this investment into our schools and learning estate.

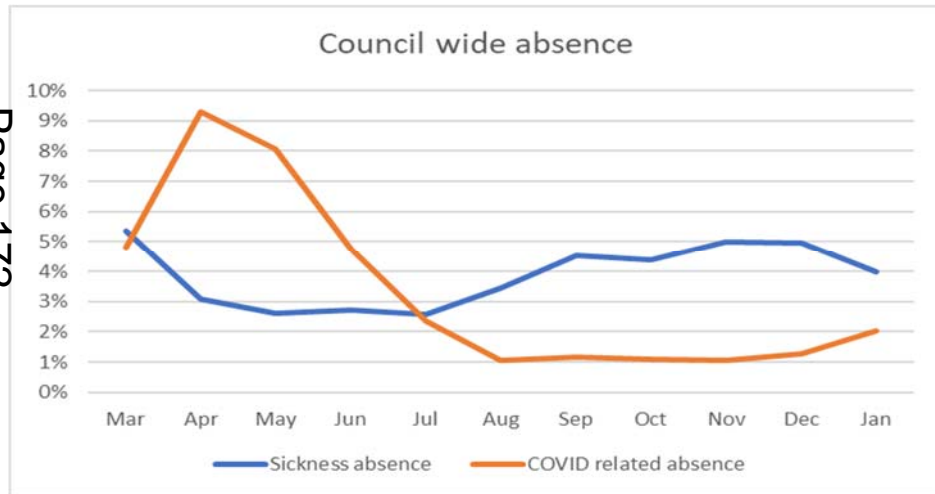
Investment in our school estate continued in 2020/21 with the completion of the new Queensferry High School. There has been advancement with the construction of three new primary schools and the replacement of one special and one secondary school. Completion of the two Wave 4 secondary schools has been delayed until later in 2021 due to the implications of COVID.

During 2020/21 75% of the floorspace was surveyed in periods that COVID-19 lockdown did not prevent activity. 48 Communities and Families properties/buildings were surveyed between April 2020 and March 2021 (10 Nursery Schools; 32 Primary Schools; 4 High Schools; 2 Community Centres) adding to the 173 between October 2017 and March 2020.

Our proportion of secondary schools operating at above 80% capacity remains on target and in line with 2019/20 at 74%. However, the proportion of our primary schools operating above 80% capacity decreases slightly to 69% remaining behind the target of 78%. This is due to the ongoing steady decrease in birth rates which results in primary schools rolls beginning to fall in certain areas of the city.

## Our people

Almost 14,900 people work for us to provide the services and supports we do for Edinburgh residents and its visitors.



The time staff were off work has varied across the year. During the first lockdown, almost 10% of staff were off work due to COVID – either shielding or unwell – and this has fallen over the year to around 1%. The time people were off work unwell for other reasons fell during the first lockdown to 3% and then increased to around 4.5% by the end of the year.

If time off due to COVID-19 and other illness is added together, our level of sickness remains similar to previous years.

During 2020/21 we have continued to support our colleagues – those that have continued to deliver frontline services and those who have been working from home. We have ensured that all of our payroll & Human Resources transactions which have been operating remotely have maintained service levels and that we have continued to support the recruitment and onboarding of hundreds of new colleagues during this time. We've responded to supporting colleagues' wellbeing by rolling out virtual wellbeing roadshows, 'Be well to lead well' sessions and have enhanced our digital training, development and support for all leaders and colleagues. We've successfully rolled out a new benefits platform for our colleagues and have consolidated Scottish Local Government Living Wage which improved the take home pay for over 4,000 of our lowest paid employees.

## Health and Safety

**Adverse event reporting** through the SHE health and safety system was maintained throughout the pandemic. With reduced services the comparative rate of events was expected to reduce the number of submitted reports, however the requirement to report COVID-19 (for statutory purposes) brought the overall number of reports to pre COVID-19 levels. It should be noted that, using the RIDDOR classification criteria we have not submitted any 'communicable disease' RIDDOR events to the Health and Safety Executive.

## A safe place to work

The performance of all workplaces within Edinburgh Council boundaries derived from Health and Safety Executive statistics shows that Edinburgh across all workplaces has consistently been a high performer in Scotland in respect of non-fatal injuries (per 100,000 employees). This will be due, in part, to the high performing service provision from regulatory services, particularly Environmental Health which conduct robust and supportive inspections:

- 2016/17 Edinburgh second best performer
- 2017/18 Edinburgh best performer
- 2018/19 Edinburgh best performer
- 2019/20 Edinburgh best performer.

## Financial management

While the initial financial impacts of the pandemic were felt in 2019/20, the extent of this additional expenditure, and in particular loss of income, increased greatly in 2020/21. By the end of the year, the net cost to us, including exposure through its Arm's-Length External Organisations (ALEOs), had reached nearly £80m. Given the unprecedented scale of these impacts, elected members considered detailed financial reports on a monthly basis during 2020/21 and through a combination of identifying savings in corporate budgets and receiving additional grant funding later in the financial year, expenditure and income were brought into balance.

Looking forward, in order to provide resilience against the longer-lasting financial impacts of the pandemic and other risks, the approved 2021/22 budget set aside further monies for this purpose and almost doubled the size of our unallocated reserves. Significant additional service investment was also approved across a number of priority areas.

## Procurement

We understand why it is important to businesses that we pay our bills promptly and in 2020/21 we continued to pay over 95% of **our invoices within 30 days**, just as we have done in each of the past three years.

One way in which we try to ensure good value for money is by using **contracted suppliers** as often as possible. In 2020/21 93% of our orders were with contracted suppliers, similar to our reported performance in the previous two years (2018/19, 2019/20).

## Digital Services

The **number of ICT Severity 1 incidents** where resolution is greater than four hours was seven for 2020/21 equalling the figure for 2019/20.

Maintaining this performance during the year of COVID where over 5,000 people were working from home, teachers were teaching remotely and learners were home schooling for much of the year highlights the stability of the service provided by both our strategic IT Partner, CGI, and ourselves as well as the responsiveness when incidents do occur. This stability is particularly of note when major upgrades of end user device software and mobile device management (MDM) were undertaken under the COVID restrictions. Following the move to lockdown last March, our end user device refresh programme was paused until we could safely distribute devices. All other components of our strategic programme of work within Digital Services continued with many delivered or moved to full implementation during the last year. CGI and Digital Services also undertook a range of additional projects to support home working and learning and teaching including the implementation of remote working for SEEMiS users and new MDM tool for learners, as well as the rapid expansion of our Corporate remote access platform, implementation of MS Teams and the rollout of Use Your Own Device access to MS365 tools for Corporate users. Services were also supported with new technology as they changed their delivery approach to adapt to COVID-19 restrictions e.g. booking systems for household waste and recycling centres and for libraries.

## Key strategic developments

During the last 12 months, we have continued to progress a significant range of key strategic and service developments, in support of the whole Council. This has included major progress with our medium-term financial plan and ten year Capital Budget Strategy, revised Sustainable Procurement Strategy, the development of a coherent Digital and Smart City Strategy for the period 2020-2023, the refresh of our People Strategy for 2021-24 and the associated Strategic Workforce Plan.

Key service related developments have included the progression of a range of technology enhancements for areas like Customer Digital Enablement, Financial, HR and Payroll systems upgrades, strengthening our cyber defences and the implementation of our new print and digital mail solutions to reduction unnecessary printing and postage and also working to reduce our carbon emissions as a business.

All these improvements have been delivered whilst also reducing the cost of corporate services provision for the fourth successive year. We now spend the fourth lowest amount on corporate services out of all 32 Scottish Local Authorities and is significantly better value for money in the provision of corporate services than other city councils within the Scotland (latest LGBF dataset).

# Performance reporting

## Performance

Throughout the year, we use key performance indicators (KPIs) to monitor how well we are delivering services. The KPIs shown in this report are only some of the indicators we use to monitor our services throughout the year.

We are also investing in Business Intelligence software which will support our performance monitoring and increase the insight gained from the data we hold.

Our new Business Plan and Performance Framework will be launched in April 2021 which includes our revised list of KPIs.

## Benchmarking

We are committed to improving the services we deliver to citizens. As well as measuring ourselves against our key performance indicators, we carry out a wide range of formal and informal benchmarking across our different service areas. Benchmarking gives us a focus to share best practice and service improvement initiatives.

Benchmarking groups we participate in include various Scottish Government Local Authority Groups, the Association for Public Service Excellence (APSE), Scotland's Housing Network and Keep Scotland Beautiful.



Our primary benchmarking tool, however, is the **Local Government Benchmarking Framework (LGBF)**. The framework is applicable to all Local Authorities in Scotland and is made up of a suite of standard indicators which cover a large number of our service areas. We report annually to committee on this data.

You can also find more information on our [most recent benchmarking data \(2019/20\)](#) on My Local Council website.

# Communities and partners

## Partnership and localities

The Edinburgh Partnership brings together public agencies, third and private sectors with local communities to work together to reduce poverty and inequality across Edinburgh. The Partnership's strategic direction at a citywide level is set out in the Local Outcome Improvement Plan (LOIP) which describes three priority workstreams to ensure citizens have: enough money to live on, access to work, learning and training and a good place to live.

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During this past year, the Partners have worked together to respond to COVID-19, identifying opportunities where joint working ensured that residents received the support they needed quickly and that the ways we work together continue to adapt as the COVID-19 guidance and restrictions changed. The Partnership will continue to focus on how joint working will support Edinburgh to recover ensuring reducing inequalities remains a focus for all partners.

Over the last 12 months, we have reviewed the Locality Improvement Plans (LIPs) to ensure a focus on issues where joint working is required at a local level. The partnership has also, in response to Best Value Audit findings, agreed an improvement plan to strengthen support for community planning infrastructure and community empowerment through the establishment of a new Council Community Empowerment team; develop a framework for collaboration with the Edinburgh Associations of Community Councils to support them to fulfil their statutory functions in representing local communities; agreed to develop a partnership approach to community hubs, 20 minute neighbourhoods and strengthen its role in community wealth building.



The Partnership is currently reviewing the 'a good place to live' priority to reflect a broader definition of health and wellbeing that supports the development and growth of healthy, sustainable communities across the city. This will strengthen the alignment between the Partnership's priorities and the new [Council Business Plan](#). The Partnership also sponsored the Edinburgh Poverty Commission which concluded this year, with recommendations to key partners and for community planning which the Board accepted and has agreed to reflect in the LOIP and its delivery programme – starting with a review of the city advice provision.



## Consultation and engagement

The last year of necessary COVID-19 restrictions has had a significant and material impact on our ability to involve residents in decision-making. Ensuring that our colleagues and residents remain safe, and that people are able to have a fair say in issues that matter to them has meant many consultation activities were postponed. As the vaccination programme continues and Scotland emerges from lockdown, we anticipate that normal consultation activity will resume from July 2021.

In 2021 we jointly commissioned, with NHS Lothian, the Capital Residents Survey to explore experiences of life and use of public services during the pandemic, and preferences for public services in the long-term. This survey will enable us to better understand and plan together to deliver service improvements and efficiencies.

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Even during the pandemic, it has been possible to continue meaningful discussions with residents and other stakeholders on the climate emergency including through our online discussion forum Edinburgh Talks Climate, and in our first major workshop with our civil society partners. Building on the success of 2020's first youth summit on climate change, we continue to involve schools in how we make Edinburgh a net zero city by 2030.

In April 2021, we will introduce a new Consultation Policy that seeks to improve the quality of consultation and engagement across the Council, making our processes more transparent, strengthening our communications, and giving all participants more confidence that the time they invest in participation leads to positive change. The strengths and weaknesses of our consultation and engagement approach were a major component of Audit Scotland's Best Value Audit, and the Consultation Policy will help us to address those areas where we need to improve.

# Edinburgh Council Complaints Analysis

1 April 2020 – 31 March 2021

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**A Forward Looking Council**



**An Empowering Council**

# Introduction

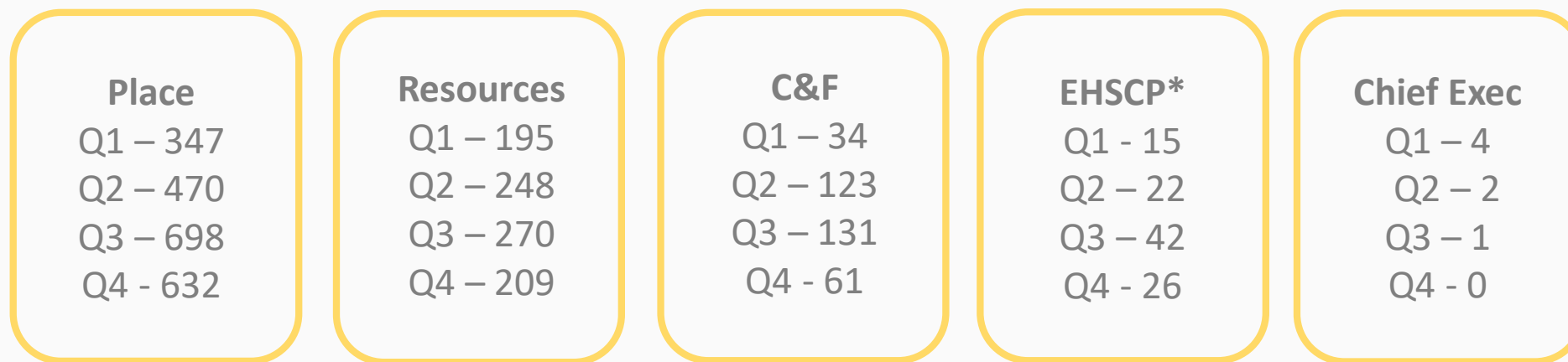
This is the review of the Council's annual complaints performance for 2020-21.

## Key headlines:

- Council services closed 3530 complaints during 2020-21.
- 85% of closed complaints were resolved at Stage 1 (front line resolution).
- Council services answered 62% of complaints within time during 2020-21.
- Council services upheld or partially upheld 64% of complaints closed in 2020-21.
- The number of Edinburgh complaints referred to the Scottish Public Services Ombudsman continues to decrease with 32 referrals during 2020-21.
- A revised Complaint Handling Procedure was developed throughout 2020-21 and introduced on 1 April 2021. This included the introduction of revised processes and a new e-learning module.
- The Council's Corporate Complaints Management Group continues to share best practice and identify opportunities to improve complaints management within the Council, including the need to improve service provision through learning from complaints.

# Complaints closed

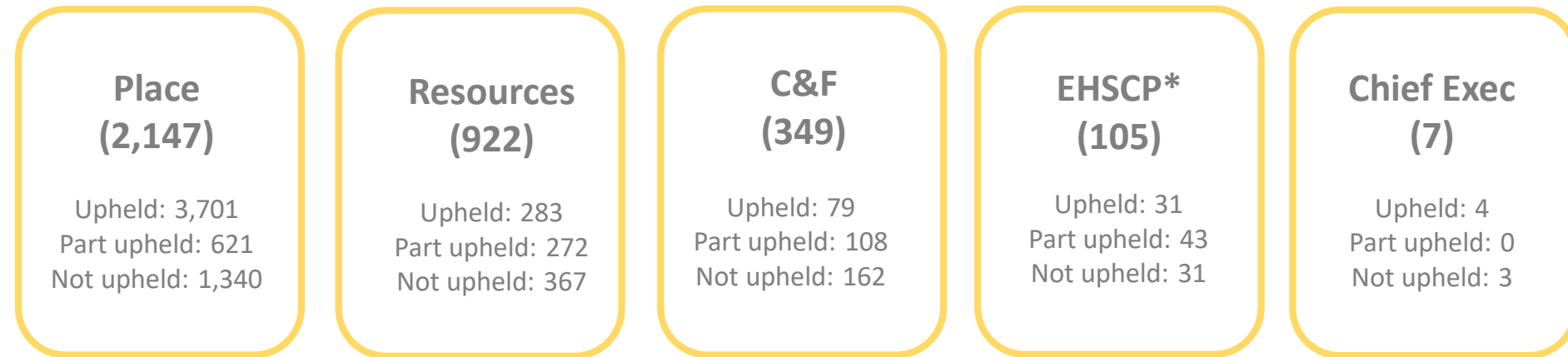
## 3530



- These figures provide information on the number of complaints which were processed and closed by Council services. Overall, there was a 55% decrease in the number of complaints closed during 2020-21 compared with the 7,917 complaints which were closed in 2019-20. This drop can largely be attributed to the impact of Covid which significantly reduced the number and nature of complaints received by the Council during 2020-21.
- During this period 3,947 complaints were received by the Council (7.5 per 1000 of population).
- 3004 (85%) of the total number of complaints closed were frontline resolutions (Stage 1) and 526 (15%) were investigations (Stage 2).

# Complaints upheld or partially upheld

# 2,258



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These figures set the number of complaints which were upheld, partially upheld or not upheld by Council services.

- Overall, the Council upheld or partially upheld 2258 (64%) of complaints from a total of 3530 complaints closed in 2020-21. This is an overall reduction from the 75% of complaints which were upheld or partially upheld in 2019-20.
- Following the development of the Council's revised Complaint Handling Procedure, a new complaint outcome of 'resolved' has been introduced for 2021-22. This means that it is now possible to close a complaint as 'resolved' without deciding whether the complaint should be upheld or not. This outcome can be used where it's possible to agree on an action that will satisfy the customer.

\*EHSCP: Adult Social Work only

# Performance against timescales

	Apr – Mar 2020	Jun – Sept 2020	Oct - Dec - 2020	Jan – Mar 2021	2020/21
Place	36% (124/347)	56% (265/470)	56% (402/698)	43% (396/922)	55% (1187/2147)
Resources	91% (178/195)	83% (209/248)	77% (207/270)	71% (148/209)	80% (742/922)
C & F	35% (12/34)	89% (110/123)	39% (51/131)	97% (59/61)	66% (232/349)
EHSCP	53% (8/15)	41% (9/22)	24% (10/42)	38% (10/26)	35% (37/105)
Chief Executive	50% (2/4)	0% (0/2)	0% (0/1)	N/A	29%(2/7)

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These figures reflect performance against the Stage 1 (5 working days) and Stage 2 (20 working days) timescales set out in the Council's Complaint Procedure. These are based on source data collected from Council recording systems and include any agreed extended timescales.

- When necessary, and with agreement of the customer, timescales can be extended at both Stages 1 and 2. Over the period, 331 (11%) extensions were agreed at Stage 1 and 118 (22.4%) extensions agreed at Stage 2.
- Overall, the Council answered 62% of complaints within time in 2020-21 - a small increase compared with 2019-20 when 58% were responded to within timescales.
- The average recorded period for providing a full response at Stage 1 was 16.6 days and 41.5 days at Stage 2. This is largely due to complaints not being closed on recording systems. Services have been reminded of the need to close complaints promptly.

# Complaints during Covid

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## Impact of Covid on Council Complaints

The Coronavirus pandemic, and the Council's response to it, had a considerable impact on the number and nature of complaints received by the Council.

- Complaints reduced significantly in Q1 and, while increasing, have not yet returned to pre-pandemic levels. This trend accords with the experience of other Scottish local authorities.
- Some of the factors that influenced the overall drop in complaints were Council decisions made in response to the pandemic. For example, not proceeding with debt recovery for a period, the temporary abolition of parking charges, and the short-term cessation of some collection services, such as garden waste and glass.
- The nature of complaints also changed as a result of different service delivery models. For example, schools received several complaints relating to their digital delivery and virtual learning.
- The need to prioritise resources in response to the pandemic had an impact on performance figures for some services. For example, Adult Social Care Services staff had to prioritise pandemic related work over complaint responses.
- While for figures have decreased, the top three service areas receiving complaints continue to be Waste (993), Customer (958), and Place Development (937).

# Complaints and referrals to the SPSO

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- Once customers have been through Stage 1 and 2 of the Council's complaints process, they can take their concerns to the SPSO. The SPSO is the final stage for complaints about most Scottish public authorities.
  - During 2020-21, there were 32 referrals to the SPSO. These mostly concerned Customer (3), Safer and Stronger Communities (3), Planning and Building Standards (4) and Schools and Lifelong Learning (4). Of those 32 referrals, only one was fully investigated, resulting in an actual decision.
- Due to the coronavirus pandemic, local authority benchmarking data is not yet available for 2020-21. However, previous data revealed that the number of local authority related referrals to the SPSO increased from 1,149 in 2018-19 to 1,308 to 2019-20.

	<b>2020-21</b>	<b>2019-20</b>	<b>2018-19</b>	<b>2017-18</b>	<b>2016-17</b>
<b>Referrals:</b>	32	129	133	162	192
<b>Decisions:</b>	1	3	9	27	26

- While the coronavirus pandemic has had an impact with decreased complaint totals during the last year, the figures indicate a continued trend of fewer complaints and referrals being taken to the SPSO about the Council.



# Next Steps

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- The Information Governance Unit and the Corporate Complaints Management Group will continue to promote the revised Complaint Handling Procedure to ensure appropriate levels of awareness and better complaint handling across the organisation.
- The Council will publish information on a quarterly basis about complaint outcomes to build public confidence and trust in the value of complaints and complaining, including the actions taken to improve services.

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The Council will continue to contribute to the work of the Local Authority Complaint Handlers' Network to share best practice and benchmarking information to improve complaint handling and performance in Edinburgh.

- A revised and nationally agreed questionnaire will be introduced to assess customer satisfaction levels and inform improvements when required.
- Discussions are taking place about the wider roll out of the Council's CRM system which should (through time) provide better complaints data to inform service improvements.

For more information regarding Complaints please contact:

[Information.compliance@edinburgh.gov.uk](mailto:Information.compliance@edinburgh.gov.uk)

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**A Forward Looking Council**



**An Empowering Council**

# Policy and Sustainability Committee

10.00am, Thursday, 10 June 2021

## Coalition Commitments Progress Update – June 2021

Item number  
Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.2 That members of the Policy and Sustainability Committee note the progress at the end of 2020/21 on delivering the 52 coalition commitments that the Council has committed to deliver by end 2022 (Appendix A).
- 1.3 Notes the steps that will be taken in 2021/22 to progress delivery of the commitments.
- 1.4 Refer the Coalition Commitments progress update report to the City of Edinburgh Council for consideration on 24 June 2021.

**Andrew Kerr**

Chief Executive

Contact: Gillie Severin, Strategic Change & Delivery Senior Manager

E-mail: [gillie.severin@edinburgh.gov.uk](mailto:gillie.severin@edinburgh.gov.uk) | Tel: 07841 823374

## Coalition Commitments Progress Update – June 2021

### 2. Executive Summary

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- 2.1 This is the fourth annual update on the 52 coalition commitments and provides an update to Council on the progress against each commitment.
- 2.2 In summary, of the 52 commitments, 14 have been fully achieved, 33 partially achieved, 2 have not yet been achieved and 3 will not be achieved.
- 2.3 This report builds on the progress update report that were presented in Full Council in August 2020.

### 3. Background

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- 3.1 The Council Business Plan ([A Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22](#)) was approved in August 2017. The plan sets out the Council's priorities and what will be achieved over the five-year period.

### 4. Main report

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- 4.1 This is the fourth annual update on progress of the coalition commitments and a full update for each commitment is contained within Appendix A.
- 4.2 Appendix A details:
  - background information
  - key achievements and delivery progress to June 2021
  - planned next steps and, where relevant, key issues for 2021/22
  - performance measures for 2020/21 and the preceding year where applicable
  - the current status of each commitment.
- 4.3 While progress continues with each commitment, there have been a number of areas to highlight work undertaken including:
  - the number of employers in the Edinburgh region accredited as Living Wage Foundation employers has increased year on year.
  - good progress is being made on the City Region Deal, drawing down capital funding of £165m from the UK and Scottish Government grant of £600m. Projects worth 61% of the full Deal have had business cases approved.
  - continued investment in our school buildings with construction commencing on a further 2 schools in 2020/21.

- significant investment is being made in transport across the city for both active travel improvements and roads infrastructure.
- work has been able to continue on the new tram line to Newhaven during the COVID-19 pandemic and it is still on track to deliver Trams to Newhaven by the revised timescale of spring 2023.
- recruitment of Pupil Support Assistants (PSA) has continued throughout the school session in mainstream and Special Schools and the number of FTE pupil support assistants employed has continued to increase.
- the roll-out of Three Conversations approach is in its second year, and it has helped reduced the time people wait to see a worker to 2.5 days.
- two new parks in the city have been awarded Green Flag status and a significant level of future investment has been agreed for future improvement work.

4.4 The status of the commitments can be summarised as follows:

<b>Status</b>	<b>Meaning</b>	<b>Number of Commitments</b>
Fully achieved	All elements of the commitment have been delivered.	<b>14</b>
Partially achieved	Some elements of the commitment have or are currently being delivered.	<b>33</b>
Not yet partially or fully achieved	Work to achieve the commitment has still to commence. The delay in commencing may include reasons that are beyond the Council's control.	<b>2</b>
Will not be achieved	The decision not to progress on all or elements of the commitment has been made. This could include reasons that are beyond the Council's control.	<b>3</b>

## **5. Next Steps**

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5.1 Where applicable, planned work that will be undertaken in 2021/22 is outlined in Appendix A.

## **6. Financial impact**

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6.1 The financial impact is set out within the individual commitments and the Council Business Plan and/or relevant strategies and service improvement plans.

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

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7.1 The commitments actions and measures continue to support transparency of Council performance and delivery.

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

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- 8.1 [Programme for the Capital - The City of Edinburgh Council Business Plan 2017-22](#), The City of Edinburgh Council, 24 August 2017
- 8.2 [Implementing the Programme for the Capital - Coalition Commitments Progress to June 2018](#), The City of Edinburgh Council, 28 June 2018
- 8.3 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Finance and Resources Committee, 4 December 2018
- 8.4 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Corporate Policy and Strategy Committee, 4 December 2018
- 8.5 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Transport and Environment Committee, 6 December 2018
- 8.6 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Education, Children and Families Committee, 11 December 2018
- 8.7 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Planning Committee, 12 December 2018
- 8.8 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Housing and Economy Committee, 24 January 2019
- 8.9 [Implementing the Programme for the Capital: Coalition Commitments six monthly progress](#), Culture and Communities Committee, 29 January 2019
- 8.10 [Coalition Commitments annual update report](#), The City of Edinburgh Council, 27 June 2019
- 8.11 [Coalition Commitments update report](#), The City of Edinburgh Council, 22 August 2019
- 8.12 [Coalition Commitments update report](#), Policy and Sustainability, 20 August 2020

## **Appendices**

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Appendix A: Coalition Commitments Progress Update June 2021

## Coalition Commitments Progress Update June 2021

In 2017, we published our *Programme for the Capital*, clearly setting our five-year political plan for our city and its residents. The programme consisted of 52 coalition commitments and we've reported back annually on our progress against each one. As with previous years, this report looks at what has been achieved over the last 12 months and shows where our commitments have been completed, are on a path towards completion and where there remains further work to be done

This year has been like no other, with the global pandemic impacting on every aspect of our lives. As a Council, we've had to adapt in unexpected ways to maintain lifeline services and quickly set up additional supports and our focus has rightly been on those who need our help the most. This report outlines what has been achieved despite the challenge of responding to the pandemic. We're immensely grateful of the work and dedication shown by our Council colleagues and our partners across the city. In the face of enormous challenges and uncertainty, we've still made positive progress against our commitments while our Council officers have continued to work with pride and dedication and found new ways of delivering hundreds of services for the residents of Edinburgh.

In many areas, we've already delivered what we promised to do and are on schedule for delivering many others. However, in some areas, improvement plans have rightly been put on hold to focus capacity on keeping communities safe and residents and businesses supported. We've reflected this in the accompanying narrative and, as far as possible, been clear on timings for restarting work.

We'll produce a final and definitive report setting out what we have achieved over the last five years as we approach the end of this administration next May.

Much may have changed since 2017, but our residents have been clear with us that their Capital City should be fair, thriving, welcoming and pioneering – and by tackling poverty, climate change and supporting our key growing industries in renewable energy, biomedical science and data-driven innovation as well as film, we'll continue to do everything we can over the next 12 months towards realising that Vision.



## Commitment 1

**Deliver a programme to build least 10,000 social and affordable homes over the next 5 years, with a plan to build 20,000 by 2027.** **Status**

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Council is working with Registered Social Landlords (RSL) and other development partners to deliver 20,000 social and affordable homes by 2027. Progress is reported to Housing, Homelessness and Fair Work Committee in the annual report on the Strategic Housing Investment Plan (SHIP).

### Key Achievements

Over 6,300 affordable homes have been approved during the first four years of this commitment, and over 4,600 affordable homes have been completed.

Due to the strong pipeline and record delivery the Council has secured an additional £35m in grant funding over the last four years.

The SHIP (2021-2026) was approved by Housing Homelessness and Fair Work on 14 January 2021. It set out a pipeline of 10,036 affordable homes that could be approved for site start and 11,370 potential completions delivered over the next five years through a mix of grant funding, private finance raised by Registered Social Landlords and private developers and HRA funding. The SHIP projected that 9,200 new affordable homes would be approved by 31 March 2022; with the 10,000 target achieved later in 2022.

Since the commitment began, the number of approvals has increased year on year, an almost 25% increase on the average approvals achieved over the previous five years. In 2020/21 it was projected that 2,098 approvals could have been achieved and an additional 1,373 homes completed. However, in March 2020, all construction work was suspended due to COVID-19, as well as, a significant number of development staff being furloughed across partner organisations.

Overall the programme achieved 1,285 affordable home approvals for social rent, mid-market rent and low-cost home ownership. Almost 75% of grant funded approved homes were for social rent. 1,087 affordable homes were also completed in 2020/21. The 2020/21 Affordable Housing Supply Programme (AHSP) grant funding allocation was increased by £3.1m to £48.209m and spent out in full.

Due to COVID-19 some homes that were expected to complete or be approved for site start in 2020/21 will be delivered in 2021/22. Overall, we remain on target to have 10,000 homes approved for site start, under construction or complete by the end of 2022. There are currently around 2,000 affordable homes under construction on over 30 sites in the city.

Design and development work has continued during lockdown on Council sites including Granton regeneration and mixed use sites at Fountainbridge, Meadowbank and Powderhall.

### Next Steps

The 2021/22 AHSP grant funding allocation is £52.4 million. The impact of the pandemic on approvals and completions in 2020/21 and reprofiling into future years is being worked through. An initial target of over 2,000 approvals and almost 1,500 completions has been set for 2021/22, however this will be revised in the first quarter of 2021/22 to take account of the slippage in last year's programme as a result of the pandemic.

The Scottish Government are undertaking a review of grant subsidy benchmark levels with colleagues in the sector. The current grant subsidy benchmark for new social rented homes is between £59,000 and £72,000. The Council is represented on the working group, which will assess what adjustments are required to the current set of benchmark assumptions to account for inflation and additional quality measures. The working group will consider the impact of an adjustment in the benchmarks on the number of affordable homes that could be delivered.



<b>Key measures</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>
Approvals of new affordable homes for the year	1,475	1,626	1,930	1,285	1,574
Completions of new affordable homes	966	1,152	1,443	1,087	956

## Commitment 2

**Create the conditions for businesses to thrive. Invest in supporting businesses, social enterprise, training in hi tech, creative and other key sectors including co-operatives. Help link business with young people to ensure the workforce of the future is guaranteed work, training or education on leaving school.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

[The Economy Strategy](#), which sets out how we and our partners will deliver inclusive growth across the city was agreed at the Housing and Economy Committee in 2018. The aim of the strategy is to provide a framework for creating the conditions necessary for Edinburgh to be a city that takes a lead in ensuring our economy's success is sustainable and benefits all our citizens. We have developed the Good Growth Monitoring Framework to monitor progress towards the strategy vision.

### Key Achievements

[The Economy Watch bulletins](#) are published on our website to provide regular updates on the city's economic performance.

Over the past 12 months we and our partners have delivered services to support good growth in the city. These include supporting over 1,300 businesses through the Edinburgh Business

Gateway partnership and helping 1,515 employability and skills clients into work and learning. Investment has also been made in projects to improve the quality of key business facing functions such as regulatory services.

Due to the COVID-19 pandemic we have had to amend, suspend and add services to respond to the changing employability landscape. This has included a redesigning of the Edinburgh Guarantee, which is now available to anyone seeking employment opportunities or training, the temporary suspension of the Edinburgh Project SEARCH programme, and increased funding support for employers through Edinburgh's Employer Recruitment Incentives (No One Left Behind and Young Person's Guarantee funding) as well as administering COVID-19 grant schemes to businesses on behalf of the Scottish Government.

### Next Steps

Over the next 12 months we will continue to work with partners to deliver the actions and principles described in the Edinburgh Economy Strategy. These priorities will be taken forward within the context of new emerging challenges arising from the COVID-19 outbreak and align with our core priorities to tackle poverty promote sustainability and wellbeing. These actions and approaches will form part of the updated Economic Strategy which is currently undergoing a review and an issues and options paper will be considered by Policy & Sustainability Committee in June 2021. An engagement and consultation period will follow with a plan to finalise the Strategy in late 2021.

Key measures	2017	2018	2019	2020	Target
Positive destinations of school leavers	92.6%	94.3%	95.1%	92.5%	To exceed 93.8% national average
Median gross weekly earnings	£584	£578	£617	£641	To exceed £710 by 2020

Economically active residents as a % of all residents aged 16-64	77.5%	80.9%	77.4%	77.2%	To exceed 78% by 2022
% of workers in managerial, professional and technical/scientific occupations	56%	57%	56%	63%	To maintain 56% by 2022
Ratio of workers in high skilled occupations to workers in mid skilled occupations	2.4	2.4	2.3	2.8	To minimise to 2.10 by 2022
Gross Value Added per capita	£45,443 (2016)*	£46,865 (2017)*	£48,544 (2018)*	£49,602 (2019)	To exceed £41,000 by 2021
% of children living in a low-income household	20.7% (2016/17)**	21.3% (2017/18)**	18.9% (2018/19)**	20.3% (2019/20)**	To minimise 18% by 2020

\* Previous years updated as these are set at current market price figures

\*\* These figures have changed as the methodology for calculating the % of children living in a low-income household has recently been updated

## Commitment 3

Work with the business community to grow the number of Living Wage employers year on year.

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

Workers in Edinburgh receive one of the highest weekly earnings relative to other UK cities, yet it is estimated that around 39,600 residents are paid wages below the hourly rate recommended by the UK Living Wage Foundation (£9.50 in 2020/21).

### Key Achievements

The Living Wage Foundation accreditation covers all providers of services in the Council, including care at home. As one of the largest employers in Edinburgh, the Council is setting a leading example to the business community.

The Council approved a new Sustainable Procurement Strategy with a core focus on “improving ethical employment, including suppliers paying the Living Wage”. Towards this, the Council has adopted the Fair Work First (FWF) initiative in all procurement activities to improve ethical work

practices and encourage Living Wage accreditation among suppliers.

The 2018 pay agreement included a requirement to fully consolidate the Scottish Local Government Living Wage (SLGLW) by April 2021 and this has been achieved for City of Edinburgh Council. This resulted in improved base pay for around 4,400 of our employees and reflects an investment of £8m (over 5 years) to achieve this.

### Next Steps

Further consideration is now being given to explore opportunities to ensure our pay and benefits are simpler, fairer and sustainable. As an outcome of the 2021 Business Plan: Our Future Council, Our Future City, the Council will work with private sector partners, anchor institutions and Trade Unions to achieve accreditation as a Living Wage City and promote the use of living wage and fair work practices throughout the city economy.

As part of that commitment, from May 2021, the Council will lead on establishing an action group made up of representatives from businesses from throughout the city who will act as champions for promoting the Living Wage and who will be influential in developing a three-year action plan for Edinburgh. This plan will enhance Living Wage provision in the city with specific targets, for example in key sectors, such as care and construction. The action group will lead on what targets it will set in the short-, medium-, and long-term up to 2024.

During Living Wage Week in November 2021, it is anticipated that the action group will be in a position to register for the nationally recognised Living Wage Places accreditation for the city through Living Wage Scotland.

Key measures	2018/19	2019/20	2020/21	Target
% of Council suppliers of regulated tendered contracts that are committed to paying real living wage in delivering Council services *	70%	70.3%	Data not yet available	Aim to increase
Number of employers in the Edinburgh region accredited as Living Wage Foundation employers	416	497	545	Aim to increase

\* This measure has been updated to best reflect what is currently monitored by Commercial & Procurement Services

## Commitment 4

**Direct development to growth corridors as the best way to accommodate the extra housing needed for Edinburgh’s growth and allowing the city to manage and protect green belt.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The project to develop a new local development plan - [City Plan 2030](#) – reached a key milestone in 2019/20. The project includes looking at the potential for additional housing opportunities on brownfield regeneration corridors within the city and assessing greenfield land for potential release from green belt policy. This will be done in the context of the current Strategic Development Plan (SDP) for South East Scotland (2013), following the rejection of the emerging SDP 2 by Scottish Ministers in May 2019.

### Key Achievements

[Choices for City Plan 2030](#) was published in January 2020. This is the main statutory consultation for the project and informs the preparation of a Proposed Plan. A major public consultation process was carried out from January to the end of April 2020 (extended to allow additional time for responses due to the COVID-19 lockdown). Over 1,800 responses were received, several times more than the previous equivalent stage. Results of the consultation are being considered in the development of the new plan. Initial examination of the consultation responses has shown strong support for choices under the outcome ‘A city in which everyone lives in a home which they can afford’. This includes protecting

against the loss of Edinburgh’s homes to other uses, changing the affordable housing policy and the required mix of house types and tenures.

### Next Steps

An updated Development Plan Scheme with timetable was published in March 2021 and sets out the timing of the Proposed Plan stage, and the opportunities for people to make formal representations supporting or seeking change to the Proposed Plan. The project’s Proposed Plan is expected to be published in August 2021 and is on track to be delivered within the new timetable.

Measures to monitor progress will be included within the City Plan 2030.

## Commitment 5

### Sign Edinburgh to the Pay Fair Tax Initiative.

#### Background

The Fair Tax Mark certification scheme was launched in 2014 and seeks to encourage and recognise organisations that pay the right amount of corporation tax at the right time. Alongside the 'Mark' there is also a Fair Tax Pledge, designed for individual citizens and sole traders, the aim of which is to encourage people and small organisations to demonstrate their commitment to playing by the rules'.

The Council is committed to establishing Edinburgh as a leading city for work practices and socially responsible business and to encouraging businesses and individuals to commit to paying fair tax.

#### Key Achievements

In June 2018 we launched a new [Edinburgh Economy Strategy](#) with the aim of enabling good growth for Edinburgh. The strategy sets out eight key steps the city needs to take over the next five years to meet this aim. Each step is underpinned by the principles of innovation, inclusion, and collaboration.

In March this year the Council approved a new Sustainable Procurement Strategy with a core focus on "improving ethical employment, including suppliers paying the Living Wage". Towards this, the Council has adopted the Fair Work First (FWF) initiative in all procurement activities to improve ethical work practices and encourage Living Wage accreditation among suppliers. Among other

#### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

commitments, this approach ensures a minimum weighting of no less than 5% in evaluation of tenders to influence improvement in ethical practices, adopting a higher % where appropriate.

#### Next Steps

Work is underway to engage with businesses through Business Gateway to promote the Fair Tax Mark and Pledge (depending on the nature of the business).

Within the Council's procurement arrangements and other activities, officers are also looking at how these initiatives can be promoted. The Council's Procurement Service is seeking to build additional capacity and skills within the Council to improve sustainability and fair working practices through procurement.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of businesses accredited with the Fair Tax Mark (total premises)	Not available	Not available	75	79	Aim to increase

## Commitment 6

**Deliver the City Region Deal, making sure the benefits of investment are felt throughout the city and create space for new businesses to start and grow.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Edinburgh and South-East Scotland City Region Deal, signed in 2018, covers the City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian local authorities.

The Deal sets out a vision that builds on the city region's strengths to deliver transformational programmes and projects across five themes: innovation, skills, transport, culture and housing.

Together, these will deliver a step-change in inclusive growth to benefit the city region, Scotland and the UK.

The Deal confirms that the UK Government and Scottish Government will invest £600 million into the city region over the next 15 years. Alongside partners, comprising: the six member authorities; the city region's universities and colleges; and the private and third sectors, £1.3 billion of investment will be delivered.

### Key Achievements

#### Overall

Two and a half years into the programme, good progress is being made in drawing down maximum amounts of capital funding available. £165m of the UK and Scottish Government grant of £600m has been drawn down and projects worth 61% of the full Deal allocation have had business cases approved

for implementation by Joint Committee. The City of Edinburgh Council acts as the Accountable Body for the Deal and has worked well to ensure that spend is aligned to profile.

#### Data-Driven Innovation (DDI)

All six business cases in DDI programme now signed off by Joint Committee. Four of these are located in Edinburgh:

- The [Bayes Centre](#) (Bristo Square) is complete and operational. Last year it demonstrated over £22 million of investment in University research funding; created more than 290 jobs; generated over £65 million of investment for DDI start-up companies; and attracted over 40 corporate R&D teams to the city region. It has also established 14 start-ups, a further 30 businesses of scale, with over 2,000 individuals attending events (further enhanced with recent online event capability).
- The [Edinburgh Futures Institute](#) (Quartermile) is under construction with completion date scheduled for September 2021.
- Construction commenced at [The National Robotarium](#) (Riccarton) in January 2021 and is scheduled to open in Spring 2022.
- The planning application for the [Usher Institute](#) (BioQuarter) was approved in December 2020.

Construction is due to commence Summer 2021 with expected completion by Spring 2023. Last year, [DataLoch](#) was launched under this programme. This is a repository of all routine health and social care data for the city region to help find solutions to current health and social care challenges. Researchers have diverted their efforts to focus on COVID-19 data and supporting NHS service managers and clinicians with immediate hospital-based improvements.

#### Integrated Regional Employability and Skills (IRES)

The IRES Programme is progressing well, targeted at school pupils, people facing barriers to work, and those looking to learn new skills. It includes an intensive family support project and initiatives to promote skills development in housing, construction, renewables, and digital sectors.

Within the IRES programme, the Integrated Employer Engagement (IEE) project, led by the City of Edinburgh Council has been at the forefront of responding to COVID-19. A dedicated [jobs portal](#) was launched just 11 days after the country first went into lockdown. It is a regional offer for employers still recruiting with 3,650 jobs having been advertised, plus training opportunities. An

[employee grant scheme](#) was also rolled-out with 77 micro-businesses across the city region, of which 18 are in Edinburgh, receiving grants of £500-£1,000 to help retain staff.

### **Transport**

The **West Edinburgh** project is underway with the West Edinburgh Transport Improvement Programme Board established.

Consultation on draft orders for **Sheriffhall** has closed. Discussions ongoing with stakeholders including the City of Edinburgh Council on public and active travel provision.

The Transport Appraisal Board, within the Deal's Governance structure is helping regional partners successfully bring in new funding for regional transport improvements. £1.8m was secured for bus priority measures through the Bus Priority Rapid Deployment Fund, and a regional proposal of measures is being developed for the £500m Bus Partnership Fund, to be submitted in April 2021.

### **Culture**

Submission of the revised planning application for **Dunard Centre** is anticipated in May 2021. Subject

to planning determination, the business case is programmed for consideration at the Joint Committee in September 2021.

### **Housing**

**Edinburgh Living** has been operational for two years. All £16.1m in available Scottish Government grant funding has been claimed during the construction of homes. 299 homes have been completed to date with over 100 more due to be completed this year.

Work to finalise the Outline Business Case for **Edinburgh's Waterfront** is underway. This will be reported to Council in Autumn. A number of early action projects are currently underway including the renovation of Granton Station building for use as a creative hub and three housing sites that will deliver around 650 mixed tenure net zero carbon homes.

### **Regional Growth Framework (RGF)**

Regional partners continue to work well together to develop this Framework which seeks to articulate the long-term aspirational goals for the region and guide the future direction of the regional partners and a range of other public sector organisations

over the next 20 years. Non-statutory in nature, it will be a public statement of aligned vision, ambition and priorities for South East Scotland, seeking to influence and be influenced by plans and strategies developed at national, regional and local levels.

### **Next Steps**

Joint Committee will consider a draft Regional Growth Framework for consultation in June, and the final framework is scheduled to be considered by Joint Committee in September and constituent councils immediately thereafter.

The final Benefits Realisation Plan is expected to be considered by Joint Committee in June.

The future schedule of business cases for approval are:

- Food and Drink Innovation Hub (QMU): June 2021
- Dunfermline Housing Business Case: June 2021
- Dunard Centre Revised Business Case: September 2021.



## Commitment 7

### *Improve access to employment and training opportunities for people with disabilities.*

#### **Background**

Nearly 50% of all new clients that access our employability services identify themselves as having a disability, or suffering from Mental Ill Health, Long Term Physical Illness or Physical Illness.

We fund services such as All in Edinburgh, Edinburgh's Employer Recruitment Incentive and Edinburgh Project SEARCH, providing specialist employability support for Edinburgh's disabled citizens to progress towards secure, and sustained work or learning. In addition, several small grants have been awarded to specialist providers working with disabled individuals as well as other barriers to employment and we work with a range of partners to promote inclusive growth.

In 2018 the Scottish Government put in place a new Fair Start Scotland (FSS) employment support programme, which includes support for people with a disability or enduring health condition. This has impacted the number of participants engaging with the locally funded disability support services but nevertheless we have seen a large requirement for specialist services.

#### **Key Achievements**

50% of all support to clients that have a disability, or suffering from Mental Ill Health, Long Term Physical Illness or Physical Illness get specialist support,

access to training and employment as well as in-work support from either Edinburgh Project SEARCH or All in Edinburgh.

Since 2014, Edinburgh Project SEARCH has supported 152 young people with a recognised disability aged between 16-29 years old to gain over 800 hours of hands on work experience. Of those young people who have graduated from the programme, 70% have moved into meaningful sustainable employment, and 17% have moved into an alternative positive destination.

All in Edinburgh is a supported employment service to help people with a disability or long-term health condition find a suitable paid job, support them to sustain that job and, when appropriate, progress further. They also assist employers to help them support employees in the workplace.

Due to the COVID-19 pandemic, and its impact on the employment market in general as well as service providers' ability to perform face to face meetings, there was a reduction in new registrations across all council funded employability provision in 2020/21. However, the services were still supporting many existing and new clients and managed to help citizens retain or even progress in their work, despite the number of redundancies across the country. Our specialist support services for disabled people particularly focussed on this outcome and All

#### **Status**

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

in Edinburgh even exceeded their target in 2020/21 by 232%.

We also saw an increase in new people registered with our funded disability support services relative to new people registered with all services as well as an increase in outcomes amongst disabled people relative to all clients receiving employability support.

Between 01 April 2020 – 31st March 2021, 360 individuals secured employment thanks to council funded employability services, out of which 149 indicated disability as a barrier (41.4%). Looking at wider outcomes, such as job retention, access to training etc. the services supported 252 disabled individuals out of 679 (37.1%).

Due to the impact of COVID-19 the 2020/21 Edinburgh Project SEARCH programme was initially delivered on a reduced basis but later suspended. The 12 young people who started, but were unable to complete the programme, will be offered the opportunity to re-join in August 2021.

#### **Next Steps**

The full economic and employment impact of COVID-19 is still unknown. Although there has been additional funding made available in the employability sphere, the competition for fewer jobs is now harder and so the Council funded supported employment provision is needed more than ever to

help individuals facing barriers to employment to overcome these.

We also continue to work with partners through the Edinburgh and South-East Scotland City Region Deal, Joined up for Jobs network, the Edinburgh

Guarantee and Locality Partnerships to promote inclusive growth.

Key measures	2017/18*	2018/19*	2019/20*	2020/21	Target
Number of disabled people who have accessed council funded employability services	1,203	1,101	1,182	866	Increasing trend
% of all support provided to people with disabilities	46.9%	49.8%	53.9%	53.1%	Increasing trend

\* Figures from these years have been restated to reflect support across all council funded employability services

## Commitment 8

### Explore the introduction of fair rent zones.

#### Background

On 1 December 2017, Section 35 of the Housing (Tenancies) Scotland Act 2016 took effect. The Act makes provision for local authorities to apply to Scottish Ministers for approval to designate an area as a Rent Pressure Zone (RPZ), sometimes known as a fair rent zone.

Research into Edinburgh's private rented sector, and proposed interventions that can assist with tackling the issue of rents rising excessively, was completed in summer 2018 and was used to inform an update to [Housing and Economy Committee in November 2018](#). The research indicated that RPZs are not a long-term solution to rapidly rising private rents and highlights the importance of responding to pressurised housing markets through increasing the supply of affordable housing, homes across all tenures and better regulation of the short term lets sector.

In August 2019, Health, Housing and Fair Work Committee received a report on the Strategic Approach to Private Rented Sector. It set out our approach to tackling key issues in the private rented sector, echoing the Scottish Government's

strategy ([A Place to Stay, A Place to Call Home](#)) and aims to:

- increase supply of homes to help meet need and demand;
- improve access to and management of homes in the sector;
- improve affordability within the sector; and
- improve quality and conditions of homes in the sector.

The Fair Rents (Scotland) Bill was introduced to the Scottish Parliament on 1 June 2020. An officers' response for the Stage 1 call for views was submitted.

#### Key Achievements

A multi-disciplinary officer working group was established in partnership with the Association of Local Authority Chief Housing Officers (ALACHO) to coordinate those local authorities and stakeholders interested in exploring RPZs in more detail. An officer working group with representatives from housing, homelessness, and regulatory services has been meeting regularly to develop a comprehensive strategic approach to tackling key issues facing the private rented

#### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

sector. A communications strategy has been rolled out which aims to empower private rented sector tenants to understand the rights and protections available to them, as well as, promoting the support, information and resources available to them by the Council and partner organisations.

#### Next Steps

Scotland's long-term Housing strategy 'Housing to 2040' was published on 15 March 2021. The strategy includes details on a Scottish Government commitment to reform the existing Rent Pressure Zone legislation, as well as a commitment to ensure robust data collection approaches within the private rented sector are established.

Council officers will continue to work with Scottish Government to explore the potential of a pilot RPZ along with these new commitments. The latest meeting of the Scottish Government working group took place in April 2021. The working group is expected to meet regularly over the next six months to look at data requirements and any changes to legislation to make Rent Pressure Zones more viable.

## Commitment 9

**Create a Homeless Task Force to investigate the growing homelessness problem in the city. The team will review the use of b&b premises and explore alternatives that better meet the needs of individuals and families with an aim to end the use of bed and breakfast facilities. Appoint a Homelessness Champion who will chair the Task Force.**

### Background

[The creation of the Homelessness Task Force](#) was agreed through the Housing and Economy Committee on 2 November 2017. Its remit was to:

- build on existing prevention work which further reduces homelessness assessments,
- reduce the number of people rough sleeping, accessing temporary accommodation and living in insecure accommodation,
- increase the supply of quality council led temporary accommodation provision, reducing the reliance on bed and breakfast,
- ensure that appropriate support is available for all homeless people who require it.

### Key Achievements

[The actions, outcomes and recommendations of the Homelessness Task Force](#) were presented to the Housing and Economy Committee on 7 June 2018.

They established a Homelessness Transformational Prevention Programme with a Council investment of £0.994m to transform preventative services with a target of reducing the number of households in temporary accommodation by 650 by March 2023. This complements the prevention activity outlined in the second iteration of the Rapid Rehousing

Transition Plan (RRTP) agreed at Committee on 18 September 2020.

Key activities we have progressed include:

- establishing a Homelessness Prevention Working Group with Council and third sector representation to take forward the preventative activity outlined in the RRTP. The group has set up a multi-disciplinary response providing joined up support to Council tenants in rent arrears who are not engaging with their Housing Officer. They are now working to update the hospital discharge and prison pathways.
- Since November 2019, our Private Rented Sector Team has prevented 186 households from entering temporary accommodation, resulting in £1.7m of avoided costs.
- Through strong partnership working with our third sector partners we have reduced the number of people sleeping rough in the city from a pre-COVID average of 80 – 120 people per night to under 10.
- We have followed public health requirements to accommodate all households, regardless of eligibility, during COVID-19. This has resulted in an increase in the usage of bed & breakfast accommodation. This is also reflected in the

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

increase in the number of families accommodated in bed & breakfast accommodation.

- We have increased the supply of self-contained properties for use as temporary accommodation. The new Private Rented Sector Leasing contract went live in April 2020. This has seen the number of properties in the scheme increase to over 1,500 at the end of February 2021.
- We continue to develop the Home Share temporary accommodation model which sees 3 to 5 residents share a kitchen, living room and bathroom, whilst having their own bedroom. This year we have increased the number of properties from 6 to 10, with a total of 40 rooms available. This will be further developed in 2021 through a procurement exercise.
- Link workers continue to be based in the Bethany Rapid Re-Accommodation Welcome Centre which provides emergency accommodation for rough sleepers. These link workers undertake provisional homelessness assessments which are then signed off by appropriate CEC staff.
- The Welcome Centre has Council, third sector and health colleagues on site to ensure that appropriate support is provided. A member of staff from the Council's temporary accommodation service is now based at the

Centre and they can allocate appropriate temporary accommodation to residents and as a result the number of people moving to more suitable accommodation has risen.

- We continue to work with partners to deliver the Edinburgh Housing First Service, providing settled homes in the community with wrap around support for people with the most complex needs and a history of rough sleeping. As at the end of February 2021, 108 people have moved into a home.

### Next Steps

We will continue to develop our prevention activities through the Homelessness Transformational Prevention Programme. This will see the recruitment of 28 posts focusing on prevention, early intervention, income maximisation and supporting people to move out of temporary accommodation into permanent housing and delivering new ways of working such as the establishment of a multi-disciplinary response team exploring ways to work across Council services to identify trigger points that may put someone at risk of homelessness in the future and offer joined up support.

To meet the requirements of the extended Unsuitable Accommodation Order measures, due to come into force at the end of June 2021, we will continue to work towards increasing 'suitable' temporary accommodation properties, such as self-contained properties delivered through the Private Sector Leasing Scheme and home share. A target to reduce the number of households in temporary accommodation by 600 by March 2022 and transform the mix of temporary accommodation to meet the requirements of the Order are included in the Homelessness Transformational Prevention Programme. Given the scale of the challenge in Edinburgh, we will be unable to effect this from end of June 2021.

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Key measures (at end of March)		2017/18	2018/19	2019/20	2020/21	Target
Number of accommodation units	Dispersed Flats	647	785	1085	1481	Increasing trend
	Supported Accommodation	198	198	214	214	
	Hostel	175	176	176	176	
	B&B	676	123	145	457	
	Shared Houses	0	552	629	758	
Number of families accommodated in B&B		58	21	0	4	0
Number of 16/17 year olds or care leavers accommodated in B&B		13	11	1	0	0
Number of households in B&B		676	123	145	457	Decreasing trend
Average Length of stay in B&B		112.2	115.7	83.8	68.1	Decreasing trend
Number of households assessed as homeless		3,085	3,049	3,288	1,907	Decreasing trend

\* All Targets to be reviewed in-line with the next update of the Rapid Rehousing Transition Plan (RRTP)

**Notes:** Of the 4 households with children accommodated in a B&B on 31 March 2021, all 4 were No Recourse to Public Funds

## Commitment 10

**Prioritise the use of brownfield sites and work with public sector and private landowners to develop land for affordable housing.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Planning Committee on 3 October 2018 agreed the actions required to continue to increase the supply of housing within the city, as set out in the [2018 Housing Land Audit and Completions Programme](#).

### Key Achievements

The 2020 Housing Land Audit and Completions programme recorded sufficient housing land to meet the current Strategic Development Plan housing land requirement. The five year completions programme (previously referred to as the five year effective land supply) was also above the five year delivery target.

The 20-26 Strategic Housing Investment Plan outlined a programme which would deliver nearly 11,400 new affordable homes over the next five years.

The project to prepare a replacement local development plan – called [City Plan 2030](#) – has set out options for the location of new developments in the period up to 2030 and beyond, including minimisation of additional greenfield developments. A major public consultation process was carried out from January to the end of April 2020 and over 1,800 responses were received, several times more than the previous equivalent stage. Results of the consultation will be considered in the development of the Proposed Plan. Initial examination of the consultation responses has shown strong support for choices under the outcome ‘A city in which everyone lives in a home which they can afford’ and this includes a brownfield strategy for building new homes and infrastructure.

### Next Steps

Following the adoption of the [Local Development Plan](#), a large amount of newly allocated greenfield land became effective in pushing the proportion of land that is greenfield to its highest ever level. Most new sites to come forward over the next few years are expected to be brownfield.

Measures to monitor progress will be included within the City Plan 2030. The Proposed Plan is expected to be published in August 2021 and is on track to be delivered within the new timetable, as set out in the Development Plan Scheme.

Key measures	2018/19	2019/20	2020/21	Target
% of capacity of units in effective land supply which are on brownfield land	55%	55%	Not available until Summer/Autumn 2021	Increasing trend

## Commitment 11

**Ensure that Council policies on planning, licensing and sale of Council land give substantial weight to the needs of residents while still encouraging business and tourism.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Project to develop [City Plan 2030](#) is now underway and includes work on visitor accommodation, leisure use needs and other types of development. This is intended to help develop a planning policy framework to support a balanced mix of affordable housing, private ownership, private letting and other uses.

### Key Achievements

Since March 2017 the Council has agreed to the transfer of 14 sites from the General Fund account to the Housing Revenue Account and these have been included in the new build affordable housing

programme. These will deliver around 1,000 new homes.

The Council has called for additional regulation of the short term lets sector through the introduction of a licensing system. To achieve the objective of additional regulation, the Scottish Government would be required to introduce legislation. A consultation on the regulation of short-term lets in Scotland is currently underway.

The Edinburgh Tourism Strategy 2030 was agreed in January 2020, shifting from an emphasis on promoting tourism growth to one on managing tourism growth. The Strategy sets out five key priorities for action: our place, people, environment, partnerships and reputation.

### Next Steps

The project to prepare a replacement local development plan – called [City Plan 2030](#) – has set out options for changes to planning policy relating to a range of land uses, with the aim of supporting an appropriate balance. Choice 9 in particular sets out proposed changes to planning policy to protect against the loss of homes to other uses, including short term lets. The project's Proposed Plan is expected to be published in August 2021.

Following the COVID-19 pandemic, the Council is supporting an industry led recovery campaign centred around the five Tourism Strategy priorities, working with partners across the city on a resilience, reboot and recovery plan for the sector.

## Commitment 12

**Review the Council's policy on promoting mixed communities. The review should be completed by summer of 2018 and should include homes of multiple occupancy, short term temporary lets and student housing.**

### Background

The Project to develop [City Plan 2030](#) is now underway and includes work on housing and visitor accommodation needs. This is intended to help develop a planning policy framework to support a balanced mix of affordable housing, private ownership, private letting and other uses.

### Key Achievements

The City Plan project reviewed existing Local Development Plan (LDP) policies and identified potential changes that may be required, including the mix of housing within the city. This included two statutory documents: the LDP Monitoring Statement, which set out evidence on the impact of policies in the current LDP, and the Choices for City Plan, consultation document. These were published in January 2020.

Research shows that currently there is no ability to control numbers or density of these within the licensing system. There is no evidence of a surplus of empty Houses in Multiple Occupation's

(HMO) which would justify a conclusion of over provision.

There were 20,191 purpose-built student bedspaces in Edinburgh at the end of 2020. Of which, 398 new bedspaces were completed in 2020 and 1,367 are currently under construction, consent has been granted for 2,281 and there were 320 awaiting determination. All completions, developments under construction and consents in 2020 were on brownfield sites. For the fifth year in six, the number of those completed and under construction out with the city centre exceeded those in the city centre.

The Scottish Government has brought through changes in the Planning (Scotland) Act 2019 to allow local authorities to designate part of their area as a short term let control area which came into force on May 18th of this year. Within such areas, the change of use from a dwelling house to premises providing a short term let will automatically involve a change of use requiring an application for planning permission. We are

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

currently reviewing the legislative parameters of this power and how best to proceed with its implementation.

[Choices for City Plan 2030](#) was published in January 2020. A major public consultation process was carried out from January to the end of April 2020. Over 1,800 responses were received and there was strong support for protecting Edinburgh's homes from other uses, changing the affordable housing policy and the required mix of house types and tenures.

### Next Steps

An updated Development Plan Scheme with timetable was published in March 2021 and sets out the timing of the Proposed Plan stage, and the opportunities for people to make formal representations supporting or seeking changes. The Proposed Plan is expected to be published in August 2021 and is on track to be delivered within the new timetable, as set out in the Development Plan Scheme.



## Commitment 13

**Improve planning enforcement to ensure that all developers, large or small, conform to Edinburgh’s policies and developer’s commitments.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Planning Committee approved the revised [Planning Enforcement Charter](#) in December 2017. The Charter sets out how we will deliver the statutory planning enforcement service in the city.

### Key Achievements

From April 2020 to end of March 2021, there were 711 enforcement enquiries received and only 3 enforcement notices served. The enforcement team has focused on short term lets with over 57% of cases closed within their target of 6 months, while 70% of other cases were closed within the 3 months. This equates to 66.8% for all cases. The formation of a dedicated enforcement team in 2019 allowed significant progress in handling short term let cases and a high success rate in appeals.

Financial contributions towards infrastructure, necessary to mitigate the impact of development, are secured through planning agreements. In 2020/21, over £7 million was collected from developers for education, transport (including tram) and other infrastructure. The reduction in the last year has in part been caused by the temporary pause in construction in the early months of the COVID-19 pandemic, meaning that fewer sites reached development payment triggers. Contributions were also relatively high in 2018/19 and 2019/20 as a number of key sites reached their payment triggers.

An internal audit of the developer contributions process has been completed and reported to the [Governance, Risk and Best Value Committee on 7 May 2019](#).

Performance in terms of handling non-householder applications was by the measures introduced by, including a realigned team structure and a new approach to distributing applications.

### Next Steps

As identified in a refresh of Planning Improvement Plan, decision making time monitoring indicators have been aligned with national indicators (decision making times in weeks). Further improvements to enforcement and development management processes are being identified as part of work on how the service will operate in post COVID-19.

Key measure	2017/18	2018/19	2019/20	2020/21	Target
Average no. of weeks to determine non-householder planning applications	14.7	16.8	15.7	12.2	10.9
Developer contributions collected	£5,211,469	£15,346,626	£15,309,750	£7,185,166	N/A
Enforcement cases resolved within timescales	collected from 18/19	51.5%	50.7%	66.8%	70%

## Commitment 14

***Work with the Scottish Government to review planning policy and overhaul the planning appeal system to make it shorter, more independent and give communities the right to appeal.***

### ***Background***

In January 2020, the Scottish Government published a Call for Ideas for National Planning Framework 4 (NPF4) as part of its engagement with Local Authorities and other stakeholders to inform a draft framework. Under the Planning (Scotland) Act 2019 the framework will become a statutory part of the development plan, will include housing targets and will incorporate a revised Scottish Planning Policy.

### ***Key Achievements***

The Planning Convener and planning officers worked with the Scottish Government to discuss aspects of the proposals which would affect the planning system in Edinburgh. The Planning Bill was passed by Parliament on 20 June 2019. It did not include any provisions for community rights of appeal. Instead, it introduced changes to create a more inclusive and collaborative planning system with more effective community engagement.

Planning Committee approved the response of the Edinburgh and South East Scotland City Region

### **Status**

Fully achieved	
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	✓

(ESESCR) partners to the Scottish Government's 'Call for Ideas' on the emerging NPF 4 on 18 March 2020. Planning Committee approved an interim Regional Spatial Strategy in October 2020 and CEC's response to the Scottish Government's Position Statement on NPF 4 in February 2021.

### ***Next Steps***

We will continue to work with the Government on its preparations for NPF 4 and we await the response to its recent consultation.

## Commitment 15

**Protect Edinburgh World Heritage Status and make sure developments maintain the vibrancy of our city in terms of placemaking, design and diversity of use.**

### Background

The [Old and New Towns of Edinburgh World Heritage Site Management Plan 2017- 2022](#) was approved by the Planning Committee in December 2017. This Plan is a strategic document which sets the framework for the preservation and enhancement of the site's cultural heritage. It contains a vision for the site, the actions

necessary to protect and manage it, and how it fits alongside other strategies.

We have an ongoing commitment to ensure the Outstanding Universal Value of the World Heritage Site (WHS) is taken into account in the planning process.

The WHS is managed by City of Edinburgh Council in partnership with Historic Environment Scotland and Edinburgh World Heritage Trust.

### Key Achievements

The Old and New Towns of Edinburgh (ONTE) WHS Steering Group is responsible for monitoring the condition of the site (State of Conservation) and for monitoring the implementation of the actions. The Steering Group has agreed its priority short term actions. These actions support the Management Plan objectives of improving the understanding of the site, learning and engagement, and advocacy for sustainable visitor management in the city.

A start to the review of the next ONTE WHS Management Plan has been made. It will incorporate methodology for sustainable management of World Heritage Sites from a European cities partner project (that was extended as a result of COVID-19), a report on 'mainstreaming' heritage within the Council, an evaluation of the 2017-22 Management Plan.

On-going development and active travel work in relation to the ONTE WHS has continued taking in to account the Outstanding Universal Value of the WHS in the relevant planning and transport processes.

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Next Steps

Visit Scotland further postponed the launch of the 'UNESCO National Trail' in response to the December 2020 lockdown announcement. The WHS Management Partners also postponed delivery of the Climate Change Risk Assessment (CCRA) and Climate Vulnerability Index (CVI) projects. CVI will now be delivered on-line in May/June 2021 in collaboration with James Cook University, Brisbane, and the University of Edinburgh as well as residents and wider stakeholders. This will make Edinburgh the first cultural WHS to establish a methodology for assessing climate risk in an urban World Heritage context.

A bid from Edinburgh World Heritage to the National Lottery Heritage Fund has been successful and will allow the WHS Steering Group to commence a 'Community Outreach and Resilience Project' to support the ONTE WHS Management Plan review.

## Commitment 16

**Invest £100m in roads and pavements over the next 5 years. This will include road and pavement maintenance, installing more pedestrian crossings, increasing the number of dropped kerbs and dedicate safer foot and cycle paths as well as introducing more pedestrian zones.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The first draft of [the Roads Asset Management Plan](#) was approved by Transport and Environment Committee on 9 March 2018. The RAMP has now been expanded to include additional transport assets (i.e. cycling infrastructure) and was re-named as the Transport Asset Management Plan (TAMP). [The TAMP](#) was approved by Transport and Environment Committee in December 2018. The purpose of the TAMP is to establish future maintenance and management of the overall road network and set out options considered to take forward the management of our road assets. The plan also aims to support active travel initiatives throughout the city.

### Key Achievements

Edinburgh's footway investment continues to be at some of the highest levels in Scotland with 30% of the total carriageway and footway renewal budget apportioned to footways each financial year, with an aim of improving resident satisfaction.

The TAMP sets out levels of investment in capital and revenue spend for carriageway and footway renewals and repairs, street lighting and traffic signals, road safety and active travel. Work is ongoing to establish how the TAMP can continue to best support active travel initiatives throughout Edinburgh. Work completed in the last year includes improved lighting along the Innocent Railway Path, improved signage on the National Cycle Network and technical design work for crossing at 22 different locations in the city.

### Next Steps

COVID-19 is likely to continue to have an effect on delivery of road maintenance schemes in 2021/22. However, it is anticipated that there will be an increase in capital delivery in 2021/22 compared with previous years and we shall easily meet the commitment to spend £100m over five years. It is expected that the continued level of investment will reduce the proportion of the adopted road network that requires maintenance. Although the RCI increased from 33.5% to 37.1% in the last year, Edinburgh is one of the few councils who has extensive data on all their network that allows delivery of the capital projects to be targeted at the roads that most require it.

Key Measures	2017/18	2018/19	2019/20	2020/21	Target
Road Condition Index	36.4%	36.4%	33.5%	37.1%	Continual Improvement
Level of total road investment	£20.747m	£23.485m	£23.000m	£21.343m	£100m by 2022

## Commitment 17

**Guarantee 10% of the transport budget on improving cycling in the city.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

Our budget has set aside a minimum of 10% of the Transport budget (capital and revenue) for cycling.

### Key Achievements

In the last three years we have delivered a range of work to make the city a better place for people to live and travel around. This includes joining the Open Streets movement, launching a hire bike scheme and completing the conversion of the city's roads to a network to 20mph streets.

The Active Travel Investment Programme 2019-2024 (ATINP), reported to Transport and Environment Committee on 20 June 2019 involves over £61m of investment, over 60% of which will be in the form of match-funding from Sustrans /Transport Scotland.

The cycling element of the ATINP focusses on creating a joined-up city-wide network. It includes major projects such as the City Centre West East Link, Meadows to George Street, West Edinburgh Link and Roseburn to Union Canal.

Work in the last 2 years, which has seen disruption due to COVID-19, includes:

- 96 bike racks have been installed as part of the city-wide Public Bike Parking Scheme across Edinburgh, increasing capacity in some parts

and also creating parking spaces on new destinations.

- The lighting along Innocent Path tunnel, part of the National Cycle Network, got upgraded to LED lamps which has made a big difference in terms of perceived safety and place appeal.
- The signage along most of the National Cycle Network within Edinburgh got upgraded with new signs to make the network more accessible to all path users. Also, the Quiet Route of Fishwives' Causeway got its signage improved to promote it as an alternative to the busier routes with motor traffic.
- Completion of a priority exercise to identify locations where improved or new crossings, extended pavements and decluttering should be delivered based on proximity to Health facilities and High footfall streets.
- The Technical designs for 22 different locations (50 crossings) have been completed with construction expected to be finished by Autumn 2021.

The biennial Sustrans Bike Life report for 2019 includes a wide variety of indicators. It shows public support for increasing investment in cycling and creating safe spaces for walking and cycling in the city.

On 4 October 2018, the Transport and Environment Committee approved a roll out of 180 secure on-street cycle parking units. 108 units have subsequently been installed and work is underway to deliver the remaining 72 units. Delays to implementation have incurred in some parts of the city but work is ongoing to co-ordinate the proposals with other ongoing council projects to allow the remaining units to be installed as quickly as possible and complete the current roll out. Seven months after the first installations began, the scheme now has 591 users, representing an occupancy rate of around 91% for the 108 units installed to date. There are currently another 476 people on the waiting list for a space. A small number of units are being considered for relocation to areas where demand for spaces is highest. Requests have also been received for units at 206 new locations that are not included within the current roll out, with around 272 names on file for these sites.

### Next Steps

In the next year we will focus on non-standard bike spaces, recreation parks and on-road bike parking. As well as making core parts of the National Cycle Network more accessible by removing and/or altering chicanes and barriers that do not meet current accessibility standards. A

second rollout with another 50 crossings adding more criteria for the prioritisation exercise including

proximity to public transport, schools and public facilities will begin.

We will also be working, in consultation with others, to produce a new Active Travel Action Plan covering the period to 2030.

<b>Key Measures</b>	<b>2015</b>	<b>2017</b>	<b>2019</b>	<b>Target</b>
Residents reporting cycling one or more time per week (NB estimate +/-3%)	21%	20%	24%	Increasing trend
Residents perception of cycling – Edinburgh is a good place to cycle (new)	Not available	Not available	47%	Increasing trend

## Commitment 18

**Improve Edinburgh’s air quality and reduce carbon emissions. Explore the implementation of low emission zones.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

Under the [Environment Act 1995](#) and the associated Local Air Quality Management (LAQM) framework, all local authorities are duty bound to review and assess air quality in their areas against national pollution objectives. Edinburgh has declared six Air Quality Management Areas (AQMAs) - five for the pollutant nitrogen dioxide (NO2) (St. John’s Road, Great Junction Street, Glasgow Road, Inverleith Row and Central) and one for fine particulates (PM10) (Salamander Street).

The Cities Low Emission Zone proposals are being developed in conjunction with the City Mobility Plan and the Edinburgh City Centre Transformation project.

Edinburgh’s Sustainable Energy Action Plan (SEAP) was launched in 2015 as a citywide five-year strategy that set a target to reduce carbon emissions by 42% by 2020 from 2005 levels.

In May 2019 Council declared a climate emergency and approved a new approach to sustainability including working towards net zero greenhouse gas emissions by 2030. The SEAP was concluded and any outstanding activity and reporting absorbed into the sustainability programme and the new target.

The Council’s declaration and commitment for Edinburgh to be a net zero city by 2030 has placed sustainability and climate change at the centre of strategic and policy discussions. This has raised the profile of Edinburgh as one of the most ambitious cities seeking to tackle climate change to deliver a more sustainable and inclusive city.

### Key Achievements

The Council has already taken several strategic and significant decisions to effectively mainstream the 2030 target into the Council’s core business and budgets. Immediate action was brought forward through a Short Window Improvement Plan, with an annual report being provided to committee in [November 2020](#). Most recently, the [2021-2024 Council Business Plan](#) has identified sustainability as one of the three priorities for the Council.

Edinburgh is now one of only 15 European cities that are part of the Climate-KIC Healthy, Clean Cities Deep Demonstrator programme. Elements of the programme delivered throughout 2020/21 are supporting the Council to explore innovative solutions to the complex system change in key areas required to deliver net zero for the city.

The Council has been working with the University of Edinburgh and Edinburgh Climate Change Institute (formerly Edinburgh Centre for Climate Innovation),

to develop a Carbon Scenario Tool to help evaluate the projected emissions impact of projects, proposals and programmes of activity. The tool has been used to inform and develop the Council and the City’s future emissions trajectories to 2030.

Detail on the Council’s pathway to net-zero 2030 has been provided in the draft Council Emission Reduction Plan (CERP) and a 2030 City target monitoring approach has been developed and was presented to [Policy and Sustainability Committee on 20 April 2021](#).

The Council is co-sponsoring, along with Edinburgh Climate Change Institute, the independent Edinburgh Climate Commission which will provide expert, authoritative advice on how to accelerate city action on climate change. 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. In [December 2020](#), the Council adopted the Compact as a founding member.

The latest data for our Air Quality Management Areas shows concentrations of pollutants at most locations are decreasing. For the third consecutive year, Great Junction Street AQMA has reported no breaches of the NO2 annual objectives. A review will

be undertaken to consider the potential revocation of the AQMA, particularly in relation to changing traffic management priorities in the area.

The Inverleith Row AQMA has had no breach of the said objective for the second year in a row. Monitoring will continue to assess whether this AQMA can be revoked in the future.

The St John's Road AQMA is declared for exceedances of the NO2 1-hour objective (in addition to the annual objective). 2019 is the fourth consecutive year in which fewer than 18 hourly concentrations greater than 200µg/m3 were reported. Therefore, the Council will amend the AQMA to remove this designation. The Order will remain valid for breaches of the annual mean objective.

### Next Steps

In taking forward this commitment, net zero carbon measures are being mainstreamed and integrated within all city shaping strategies delivered by the Council. Key examples include City Centre Transformation, City Mobility Plan, City Plan 2030, City Housing Strategy, as well as corporate strategies such as the Sustainable Procurement Strategy.

A key programme of work in emissions reductions will be the development of the city strategy for net zero. Work is well underway with the programme bringing together City Partners, made up of the public and private organisations that collectively have the power, resources and levers necessary to achieve net zero by 2030. Engagement with City Partners to date has found a strong appetite for co-production of the strategy and to sign up to significant commitments to change. The Council is also working with the Edinburgh Climate

Commission to gain members expertise and input to on the development of the City Strategy.

The new Carbon Scenario Tool is also being used to help evaluate the projected emissions impact of projects, proposals and programmes of activity including the SWIP.

A national Low Emission Zone (LEZ) indicative timeline has been agreed following a slowdown in the work in 2020 due to the pandemic. The Council will continue to work alongside the Scottish Government and the other Scottish cities to ensure LEZs are introduced across Edinburgh, Aberdeen, Dundee and Glasgow between February and May 2022.

Key measures	2016/17	2017/18	2018/19	2019/20	2020/21	Target
% reduction in CO2 emission from a 2005 baseline (superseded by net zero 2030 target)	33%	34.9%	35.9%	Superseded	Superseded	42% by 2020
Total city's emissions – All greenhouse gases (MtCO2e)	2.721	2.595	2.428	<i>Data available Autumn 2021</i>	<i>Data available Autumn 2022</i>	0 by 2030
Air Quality Management Areas improvement	5 Air Quality Management Areas	6 Air Quality Management Areas	6 Air Quality Management Areas	6 Air Quality Management Areas	6 Air Quality Management Areas	Decreasing long term trend



## Commitment 19

**Keep the city moving by reducing congestion, improving public transport to rural west Edinburgh and managing road works to avoid unnecessary disruption to the public.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Public Transport Priority Plan is a five-year plan with short and medium term delivery priorities agreed with Lothian Buses aimed at reducing congestion and improving public transport.

The Edinburgh Peoples survey found that satisfaction with public transport was high, despite a small drop from 90% to 88% between 2017/18 and 2018/19.

### Key Achievements

The Council has improved supported bus service provision in the rural west area within the city boundary. The Service 63 has been extended to Balerno and the Service 20 now connects to

Ingliston Park and Ride to offer an additional interchange opportunity with tram.

New bus lane enforcement cameras have been installed to help improve access for public transport and improve journey times and reliability across the city. Parking attendants are monitoring main traffic routes to assist traffic movement and prevent congestion.

The Council and all public utilities fulfil the requirement of the Scottish Roadworks Commissioner to plan and co-ordinate roadworks through the Scottish Roadworks Register with the aim of minimising disruption. Monitoring of the agreement and the planned co-ordination of works is reported to the Transport and Environment Committee.

### Next Steps

Work is ongoing on a bid for bus priority funding for submission to Transport Scotland's Bus Partnership Fund. If successful, this will provide funding to implement many bus infrastructure and priority measures across Edinburgh and the wider region. The Public Transport Action Plan is due for review and content will be influenced by success of the funding bid. It may also include proposals for bus stop rationalisation and amendment of bus lane operating hours. All measures will be aimed at improving bus journey times and reliability with a focus on arresting bus use decline and assisting public transport to recover from the effects of the global pandemic.

Key measures	2017/18	2018/19	Target
Satisfaction with public transport*	90%	88%	Increasing trend

\* Survey has not taken place since 2018/19

## Commitment 20

*Explore the introduction of a lane rental for utility companies to reduce traffic pressures.*

### Background

Lane rentals are seen as a way of making sure any essential roadworks are managed efficiently to limit the amount of disruption to road users while ensuring safe and reliable roads. Existing schemes in England work by introducing a daily charge to those companies carrying out work on the road network to encourage more efficient planning and delivery.

### Key Achievements

The introduction of lane rental schemes was included within the consultation phase of the new Transport Bill, however when the final bill received royal assent in 2019 it did not set out the

necessary enabling powers to allow them to be established. It instead strengthened the powers which already exist in Scotland that allow councils to manage and coordinate roadworks. This is through the Scottish Roadworks Register and Noticing Schemes and it is monitored by the Scottish Roadworks Commissioner. This exists to encourage a right first-time approach for road work reinstatements, to provide better information about road works and to help ensure a consistent approach to safety at sites regardless of who is carrying them out.

Through the Roads Improvement Plan the council has set up a new Network Management and Enforcement service to oversee the smooth

### Status

Fully achieved	
Partially achieved	
Not yet partially or fully achieved	✓
Will not be achieved	

running of the city's transport network for all users and all modes of transport. The service has been designed to regulate activity, undertake inspections, co-ordinate the network and take enforcement action, including for road works, where required.

### Next Steps

A Network and Enforcement Management Improvement Plan has been created to take forward the specific Roads Improvement Plan actions for this new service. Regular updates will be reported to the Transport and Environment Committee.

## Commitment 21

### *Retain Lothian Buses and Edinburgh Tram in public ownership.*

#### **Background**

Lothian Buses is the UK's largest municipal bus company and proudly owned by the City of Edinburgh, East Lothian, Midlothian and West Lothian councils.

#### **Key Achievements**

The decision to continue discussions on governance reform of the Transport ALEO's (Arms Length External Organisations) was agreed at Transport and Environment Committee in November. Formal discussions are now underway with the ALEO Boards, Minority Shareholders and employee representatives. However, the political commitment to retain public ownership of Transport for Edinburgh remains in place. Transport for

#### **Status**

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

Edinburgh has our holding in Lothian Buses to ensure public ownership is retained.

#### **Next Steps**

We will continue to ensure that Lothian Buses and Edinburgh Tram are retained in public ownership. Following the conclusion of engagement on the governance reform of the Transport ALEOs, a delivery plan for the agreed option will be developed.

## Commitment 22

*Deliver the tram extension to Newhaven by 2022 after reviewing the business case and delivery plan to ensure they are robust.*

### Background

The anticipated growth of Edinburgh means the current road network and public transport provision aren't sustainable for the number of new residents expected. Trams allow greater numbers of people to travel and help to reduce traffic problems on congested roads. They also create employment during construction, boost development along the route and connect people centres of employment, leisure and retail.

Trams to Newhaven will add 4.69 kilometres/2.91 miles of track in both directions, connecting Leith and Newhaven to the current end of the Edinburgh tram line at York Place with 8 new stops.

### Key Achievements

Construction of this phase commenced in November 2019 after six months of joint work by the City of Edinburgh Council, Sacyr, Farrans, Neopul (SFN), and Morrison Utility Services (MUS), to finalise the construction programme and costs for the project.

The Trams to Newhaven site preparation works re-started on Monday 1 June 2020. This consisted of, among other things, the introduction of infection control stations, additional water stations and toilet facilities for workers within the site, ensuring all office workspaces and facilities were set up appropriately, and the removal of the protective in-fill material that was used to ensure the work site remained safe and protected during the shutdown.

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

Over £2.4M of funding to support local business via a series of measures intended to maintain the accessibility, vibrancy and desirability of the affected streets.

### Next Steps

As a result of COVID-19, the project experienced a 13 week delay due to the construction site shut down. In order to take this delay and new physical distancing working guidelines into account the programme has been reviewed and updated. Although the project has faced significant challenges, construction continues to progress and the project is still on track to deliver Trams to Newhaven by spring 2023.

## Commitment 23

**Implement improvement plans for Waste and Cleansing Services to improve street cleanliness in every ward. Reintroduce a free bulky item collection service to tackle fly tipping.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Waste and Cleansing service has undergone a number of service changes and improvements since [the Waste and Cleansing Improvement Plan](#) was introduced. These include: staff structure and kerbside collection model changes; the introduction of garden waste charging; infrastructure investment at the new Energy from Waste plant at Millerhill and technological developments, including implementation of the new bin route system.

During 2020 the service was significantly affected by COVID-19 which meant there was a need to reprioritise services.

### Key Achievements

The service has had to cope with significant disruption in 2020/21 due to the COVID-19 pandemic, including redeploying some staff to support other services in waste and cleansing. Monitoring through the year by Keep Scotland Beautiful (KSB) does reflect the difficulties in providing a citywide service. This is reflected in the street cleanliness score which has dropped significantly from previous years. Initial feedback from KSB indicates that this is primarily due to the prevalence of domestic waste in high density

residential areas. A full analysis of the data will be carried out when it is published to fully understand the reasons behind the score.

A pilot bulky item collection service was being developed with The Remakery to encourage the reuse of materials. However, they are not able to deliver this to the scale required and a different approach will be considered.

The service has worked with SHRUB over several years to target the dumping of reusable items at the end of term in Marchmont. This means that small items which would otherwise contribute to overflowing communal bins are diverted for reuse in the student and wider community.

Waste and Cleansing worked with Hubbub and Changeworks and over winter 2019/20 piloted segregated recycling points to recycle plastic bottles, cans and coffee cups at city centre locations on the go. Those led to some learning points around communications, however again demonstrated the practical barriers to providing segregated recycling for litter, primarily high levels of contamination and an increase in the carbon footprint associated with running additional vehicles to collect small amounts of material. The implementation of deposit return legislation for drinks containers and legislation to reduce the use

of disposable cups is expected to significantly reduce the recyclable elements of this waste stream.

Working with Keep Scotland Beautiful, the My Beach Your Beach campaign focussed on Portobello with a range of measures including engagement with community organisations, dog walkers and local businesses as well as improved litter bins, leading to reductions in discarded litter, food and dog fouling. This work continued to maintain the campaign at reduced level (as a result of COVID-19 restrictions) during 2020, with the intention to re-expand it in summer 2021, when it will be complemented by a separate campaign to tackle upstream sources of water pollution.

Litter prevention work with school children is delivered in partnership with schools, using a variety of means including assembly sessions and tailored workshops. Changeworks have been successfully developing a “whole school” approach which is more holistic, looking at waste prevention, recycling and litter in the round with the aim to better embed learned behaviours although this work is suspended at present as a result of COVID-19 restrictions.

Following a review of the work of the Environmental Wardens and Waste Compliance

teams a single service has been established called the Street Enforcement Team which will focus on a more clearly defined list of tasks which affect the quality of the environment and the on-street experience for all. The objective of the new service will be to increase enforcement action in response to offences relating to littering, domestic and trade waste presentation and disposal, flytipping, tables and chairs permits and abandoned vehicles, however this work has been affected by COVID-19 restrictions.

During 2020, the impact of COVID-19 and lockdown has seen significant changes to patterns of consumer behaviour which have led to a national picture of displacement of litter from city and town centres to local and suburban areas, and increased scrutiny of these issues. A campaign was developed to encourage use of bins in parks and other public areas.

We continue to support community groups and individuals organising a clean-up by providing

clean up kits, including litter pickers for adults and children, and removing the litter that has been collected by them.

### Next Steps

The LEAMS criteria used by authorities to assess cleanliness of relevant has been reviewed following the publication of a revised Code of Practice. The Code clarifies organisational responsibilities, supports more effective cleanliness standards and a proactive approach to litter prevention. The updated monitoring system which will now be implemented fully from 2022/23 will provide a more modern platform. All streets and public open spaces have been rezoned (where these are under Council control) and a map showing these has been published online.

More residents who use communal bin services contacted us to say that a bin was full or overflowing in 2021, probably reflecting people spending more time at home. It should be noted however that communal bin requests do not

necessarily relate to bins being missed – bins can be emptied then fill up prior to the next collection.

A full review of the communal bin collection service is being undertaken with a particular focus on those areas where waste is collected on the street. This will include reviewing servicing frequencies and capacities to improve the overall cleanliness of the city, as well as re-locating bins to enhance the overall streetscape. The timeline for this work has been reprofiled to accommodate COVID-19 restrictions so that development work has been brought forward and on-site implementation will start in summer 2021.

The My Beach, Your Beach campaign will be repeated in 2021, and complemented by a separate Love Your River campaign to tackle upstream sources of litter and pollution which then impact on water quality downstream.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Reduction in communal bin service requests	15,155	21,868	17,004	19,484	22,020
Reduction in individual domestic bin service requests	22,853	33,621	17,690	19,887	21,180
Incidences of dumping and fly tipping	5,928	8,855	9,297	11,329	Decreasing trend
LEAMS – street cleanliness index	88.7%	92.0%	92.9%	81.8%	95%

## Commitment 24

*Reduce the incidence of dog fouling on Edinburgh’s streets and public parks.*

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

We have developed a campaign to discourage anti-social behaviours such as littering, flytipping and dog fouling. The ‘Our Edinburgh’ campaign focuses on social responsibility and community participation. The campaign is ongoing and includes targeted initiatives to reduce dog fouling, however this work has been interrupted as a result of the lockdowns and social distancing requirements in 2020/21.

### Key Achievements

The number of dog fouling incidents reported to us has decreased from 2,590 in 2017/18 to 1,362 in 2020/21. Over the same period, the number of fixed penalty notices given for dog fouling incidents has decreased from 17 to 0. The establishment of the new Street Enforcement

Team gives renewed focus to tackling a range of issues detrimental to citizens’ enjoyment of their local environment. This work has been significantly disrupted during COVID-19 restrictions and is currently largely reactive, however this will be kept under reviews as restrictions change. However, there has been a decreasing trend in dog fouling reports.

The ‘Our Edinburgh’ campaign has continued to tackle anti-social behaviours, including dog fouling. By using localised and targeted channels in hot spot areas, localities have been able to work with residents and community groups to personalise campaigns in their areas. For example, successful initiatives in Murrayburn and Magdalene saw residents given practical advice and information on the nearest bins and their

uses as part of packages of activity covering waste issues holistically.

Working with local communities and Keep Scotland Beautiful, The My Beach Your Beach campaign saw a reduction in dog fouling of up to 56% at parts of Portobello Beach in summer 2019. This campaign was maintained at a reduced level in 2020, taking account of COVID-19 restrictions, with a view to growing the campaign in 2021 in conjunction with the Love Your River campaign to tackle upstream sources of pollution.

### Next Steps

The service will continue to roll out and expand the ‘Our Edinburgh’ campaign across the city to engage with communities about the appropriate means to prevent littering.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Fixed penalty notices for dog fouling	17	22	9	0	Increase reporting, decrease incidents
Dog fouling service requests	2,590	2,250	1,712	1,362	Increase reporting, decrease incidents

## Commitment 25

**Increase recycling to 60% from 46% during the lifetime of the administration. Status**

Fully achieved	
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	✓

### Background

Our [Recycling Strategy](#), published in 2010 aimed to deliver an overall recycling rate of 60% by 2017. This comprised of 50% being delivered through sorting of waste at source, with an additional 10% being delivered through thermal treatment. Since the Strategy was first published, a number of assumptions have changed. This includes: the opening of the thermal treatment facility at Millerhill, withdrawal from the collection of commercial waste and changes to the way recycling rates are calculated by SEPA.

### Key Achievements

A [report](#) outlining the progress to date on our Recycling Strategy 2010-2025 was reported to Transport and Environment Committee on 9 August 2018. This report set out the challenges and opportunities to increase recycling and proposed a forward plan of actions for the coming years.

During the lifetime of the Council's current recycling strategy, recycling rates increased from 30.4% to 41.1%. Recycling rates have reduced gradually since and are now 3% lower than in 2017/18, though 2020/21 was affected by the reduction in services at the start of the year.

There are a number of projects in place which aim to increase recycling rates and these include new projects include making improvements to signage at Household Waste Recycling Centres and carrying out a review and redesign of communal bins. However, taking in to account these projects, new legislation and market changes, recycling rates will not increase to 60% by the end of the administration. Although it is always better to recycle, the opening of the energy from waste site at Millerhill has led to a large decrease in carbon emissions generated from waste decomposition in landfills.

Recycling is often influenced by a number of factors beyond the Council's control. Over the last few years the markets for recyclable materials have weakened. Reductions in the use of packaging, and behavioural changes such as the move to online newspapers, appear to have led to a reduction in materials available to recycle, while it is likely that further changes will take place. In particular, the implementation of a national deposit return scheme for drinks containers will increase recycling of these items but will also remove these from local authority waste streams. This will change the composition of the materials we collect for both waste and recycling.

The Zero Waste Leith project has developed approaches to reduce contamination of recycling bins and increase recycling in this area of the city. In particular the distribution of food caddy kits led to 31% of people to start recycling food, and the future continued distribution of caddies via libraries will be explored to encourage uptake in tenemental areas. This project is now complete and the learning points will be built into future projects.

Pilot collections to separately collect targeted litter streams (plastic bottles, cans and drinks cups) have been undertaken in the City Centre led by Hubbub. This project once again demonstrated the challenges associated with the provision of segregated bins to collect litter, particularly contamination of the recycling and the increased carbon footprint associated with collecting such small amounts of materials. The results of these will be used to support the development of litter management taking into account the implications of new legislation to place deposits on drinks containers.

Waste and Cleansing continues to support activities which prevent waste at source and has worked with a number of organisations to do so, including Shrub, The Remakery and Changeworks



who deliver this work in a number of ways including collection of reusable items, upcycling of unwanted goods and education in schools. Waste arisings managed by the Council have continued to fall as the city has grown although the impact of people spending more time at home may offset this, which will be monitored going forward.

**Next Steps**

Following the conclusion of pilots, notably in the Albert Street area, the service is undertaking a Communal Bin Review which will involve the redesign of the existing waste and recycling communal bin services across the city. The aims of this review are to:

- increase and improve recycling services to residents in multi-occupancy and flatted properties,
- improve overall recycling performance;

- review existing bin locations to develop more formalised collection hubs, improving the perception of the service and enhance the streetscape;
- improve service reliability and ensure it reflects changes to legislation and policies.

A programme to deliver this in phases has been approved by Committee and this will commence once the COVID-19 restrictions are lifted. The timeline for this has been reprofiled with development work brought forward and on-site implementation expected to start in summer 2021.

The amount of material being rejected by the sorting plants has been increasing since 2018/19. One reason for this is the increasingly challenging market conditions in the recycling sector. We're working with our reprocessing partners to reduce the amount of material that's rejected and have

recently retendered this contract and will be monitoring performance closely.

The Scottish Government are introducing a deposit return scheme for some plastics, cans and glass. This will be operated by the packaging industry and retailers, so will change the composition of the materials collected through Council streams, reducing the amount available for recycling, as well as reducing the numbers of these which appear in the residual waste stream. This is currently expected to start in summer 2022, with extended producer responsibility legislation for packaging waste potentially being implemented by 2023 (the latter is led by the UK Government and the timeline is less clear). New targets will be set for recycling rates to take in to account the large change this is going to make to what waste materials can be recycled by councils in the future.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Percentage of Waste Recycled	42.6%	41.1%	41.1%	39.6%	60% by 2022

## Commitment 26

**Improve parking for residents by expanding provision of park and rides for commuters.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

Actions to improve usage within existing Park and Ride sites are contained within the [Local Transport Strategy 2014-19](#). Public consultation in 2018 showed that 93% favoured expansion of Park and ride facilities as a good way of reducing traffic in the city centre and town centres.

### Key Achievements

On the 17 May 2018 the Transport and Environment Committee agreed not to progress with a [new Park and Ride site at Lothianburn](#), but to review patronage at the existing site at Straiton. We continue to prioritise introducing measures to increase patronage there and these include trialling more regular spacing of bus stops and reducing the waiting time between bus services which would improve journeys into the city.

The Park and Ride development and expansion strategy was first approved in 2009. Expansion of

Hermiston Park and Ride is a ready to go project, but no capital funding is yet available to deliver it.

The Ingliston Park and Ride is also operating at capacity and requires expansion.

Parking improvements for residents are also proposed through extending the controlled parking zones and increasing the number of shared use parking places. This is in line with the Parking Action Plan which was approved by Transport and Environment Committee.

### Next Steps

COVID-19 has had a huge impact on public transport demand and we are working on a regional transition plan to make public transport as attractive as possible in order to aid recovery.

Transport Scotland is inviting bids for a portion of a £10 million fund that will support bus priority measures. Initially these will be short term measures to improve journey times but we are

working with operators, neighbouring authorities and Transport Scotland to identify short, medium and longer term measures.

A bus priority partnership fund was about to be announced just as lockdown commenced, which could have been up to a value of £500million Scotland wide. Although COVID-19 has resulted in this fund not progressing, it is hoped that it is merely postponed, not cancelled. Should this fund be forthcoming, or anything similar, we will be well placed to make a bid based on the regional transition work currently ongoing. Included in any bid will be a request for funding to improve and expand Park and Ride provision. Further rollouts of Controlled Parking Zones will take place as approved through the Parking Action Plan.

## Commitment 27

### Tackle pavement parking and reduce street clutter to improve accessibility.

#### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

#### Background

In May 2018, the Transport and Environment Committee approved the proposed strategy and measures required to be put in place to deliver a citywide ban on all forms of temporary on-street advertising structures, not just 'A' Boards. The aim of the strategy is to prioritise safe movement and improve the quality of Edinburgh Streets.

The proposed new Transportation Bill has now been written in to law. The Bill introduces a national ban on pavement and double parking so roads are safer and more accessible to all.

#### Key Achievements

The citywide ban on all temporary on-street advertising structures came into force in November 2018. Environmental Wardens, now Street Enforcement, visit businesses to ensure awareness and maximise compliance with the ban, with formal enforcement action taken on those that remain non-compliant. Since 2018, wardens have issued Advice/ Verbal Warnings to 446 premises of which 61 have received a Final warning. This resulted in 29 A-boards/Advertising Structures being removed from 15 premises.

A range of support measures have been provided to help mitigate impacts of the ban. This includes a dedicated page on the [councils website](#) with all the guidance needed for businesses. One of the key objectives of our [Street Design Guidance](#) is to ensure that the city's streets are accessible and easy to navigate. The guidance has been updated to make businesses aware of the ban on temporary advertising and need to have storage space off street to accommodate segregated containers for trade waste.

As part of the Spaces for People programme a new project theme was created to define and schedule the removal of non-essential street furniture, reduce the danger to pedestrians and improve walking and wheeling conditions. Working in partnership with Living Streets and with contributions from Lothian Buses a package of works has been defined. A budget of £300,000 was allocated to support this work and it is estimated that the cost by the end of May will be £180,000.

Examples of items being assessed for removal are:

- Signs and poles – remove or relocate or reduce where possible;
- Pedestrian guardrail - remove or reduce where possible;

- 17 large car parking variable message signs that are no longer operating;
- Waste bins - relocate where possible;
- Bollards – remove, relocate or reduce where possible; and
- Any other street furniture not included in the above

In 2020-21 signage along most of the National Cycle Network within Edinburgh got upgraded with new signs to make the network more accessible to all path users. The Quiet Route of Fishwives' Causeway also got its signage improved to promote it as an alternative to the busier routes with motor traffic.

#### Next Steps

Councils are still unable to enforce bans on pavement parking other than on streets where there are existing Traffic Regulation Orders (TROs). The new Transport (Scotland) Act 2019 will enable Councils to take action when the associated regulations are finalised and issued by the Scottish Government. No timescales have been provided for when the enforcement powers will be finalised, however COVID-19 is likely to cause delays.

In 2020-21 we will focus on making core parts of the National Cycle Network more accessible by removing and/or altering chicanes and barriers that do not meet current accessibility standards.

## Commitment 28

**Create a first-class education estate – building 2 new secondary schools and 10 new primaries by 2021. Ensure safe standards are met by rigorous inspections of new and existing school buildings.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The capacity and quality of the school estate is under continual review. The school roll projections are at the centre of the strategic planning process to ensure existing and future schools provide sufficient accommodation for catchment pupils.

A full survey of the safe standards of the school estate was completed in September 2017.

### Key Achievements

The construction of the new Queensferry High school is complete and the demolition of the old school phase is progressing. Construction of three new primary schools (New South Edinburgh PS (Canaan Lane), South East Edinburgh PS (Frogston Primary School), replacement Victoria PS), one special school (replacement St Crispin's Special School) and a replacement secondary school (Castlebrae HS) has commenced.

Construction has also commenced on the Wave 4 replacement school projects for Trinity Academy and Wester Hailes Education Centre. Completion of all these projects has been delayed until later in 2021 due to the implications of COVID-19. Design for 3 further primary schools, another three replacement secondary school projects and three

significant secondary extension projects have commenced. The first of the primary schools in this phase will be completed in 2023 and the first new secondary school by 2024.

Following full estate survey completion in September 2017, the five-year resurvey programme is underway. The survey programme is informing the scope of a £120m five year capital upgrade programme approved by Council in [February 2018](#). Additional money to introduce a Planned Preventative Maintenance Programme was approved at the same time, which is now being rolled out.

The condition surveys inform the Council's asset management works programme which had a budget in 2019/20 of £30 million to invest in improving the condition of our operational properties. Focus to date has been primarily on schools. As the third of a five-year programme of targeted investment, the Council has achieved an actual spend of £14.4 million in 2020/21 (48% of annual budget) and with a projected year-end spend of £15.6 million (52% of the annual budget). Despite the 2020/21 spend being impacted by COVID-19, the overall five-year programme scheduled spend is ahead of schedule; with approximately £83 million or 70%

of the 5-year programme budget having been expended with 58% of the programme time elapsed. This means the overall progress of the programme to bring our school buildings up to a sustainable, safe and effective state is good.

During 2020/21 75% of the floorspace was surveyed in periods that COVID-19 lockdown did not prevent activity. 48 Communities and Families properties/buildings were surveyed between April 2020 and March 2021 (10 Nursery Schools; 32 Primary Schools; 4 High Schools; 2 Community Centres) adding to the 173 between October 2017 and March 2020.

### Next steps

The learning estate team will continue to lead on the delivery of the Communities and Families capital programme. Full programme implications of COVID-19 are still to be provided by contractors however the estimated delay for every project is in the range of 6-9 months.

While COVID-19 has delayed the asset upgrade programme this year, performance was so successful last year and the year before that we remain on schedule to meet the overall five-year programme target.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of new schools where construction has commenced	0	2	5	7	Construction to commence for 2 secondary schools and 10 primary schools by 2021
Percentage of conditions surveys completed	100%	100%	92%	75%	100% of the school estate surveyed by Autumn 2022

## Commitment 29

**Improve and protect access to additional languages and music tuition and encourage more children and young people to gain vital skills in construction, engineering, digital technology, maths and science.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

#### Key Achievements

The team around languages now comprises a Quality Improvement Officer, part-time development officer and a full-time Development Officer, supported by a Lead Teacher for secondary and a network of Lead Teachers in primary schools. This increase in capacity has allowed significant improvement in support for schools.

Communication has been enhanced through a weekly newsletter and the establishment of Microsoft Teams for various areas of activity.

Development Officers have updated the suite of resources available on Sharepoint to incorporate all relevant benchmarks and ensure all links are live and up to date. Teaching and support staff can access Career Long Professional Learning (CLPL) through a suite of opportunities through CEC and external provision. Partnership work with the South East Improvement Collaborative (SEIC) colleagues has allowed colleagues access to a wider range of opportunities and to broader professional networks. Models of delivery and content have been modified to suit the current context. Uptake of on-line opportunities has been high in most cases. Notable is the participation of 20+ primary colleagues in

Open University courses. This requires significant time commitment and includes an option for GTCS Professional Recognition. This learning has resulted in significant improvement in teachers' language and pedagogy skills and confidence in previous years. Quality Improvement staff have designed a programme of support for teachers participating in this course. Development of L3 resources for Broad General Education (BGE) teaching and learning has been delayed but is nearing completion and due for launch in June 2021. Partnership models for native speaker support in primary and secondary have been modified and have operated successfully on-line. Use of digital platforms allowed pupils to access this support from home in some cases.

Engagement with some of the models has increased this session. During school closures we have supported schools and families by providing guidance and regularly updated activities for learning at home and have received positive feedback. We have taken a light-touch approach to supporting schools to encourage languages learning during school closures. There has been enthusiastic engagement in many schools, despite the circumstances. This has been reflected in social media activity and participation in events around

Languages Week Scotland. We used this as an opportunity to offer CLPL on the Scottish Government 1+2 Approach Policy, to put on additional language refresher courses and to meet with Lead Teacher networks. Training for probationers was enhanced this year, leading to increased participation. The self-evaluation tool being developed with SEIC partners and the University of Edinburgh has been delayed but is nearing completion and will be ready for use in schools in August 2021. The tool will be presented to colleagues in anticipation of city-wide engagement from August 2021. Programmes for Language Ambassadors are being developed and implemented across sectors.

Music tuition is a key deliverable within the new Lifelong Service Plan. During 2019/2020 the new Youth Music Initiative (YMI) provision for Primary 1s planned for an overall increase of 4,556 pupils was impacted from March 2020 by COVID-19. All YMI programmes were re-arranged for October 2020 (remote) and into 2021 – remote and in-person. Restrictions on staff movement and in-person delivery has resulted in a reduction in numbers of pupils accessing YMI. YMI resources have all been adapted for remote delivery.

The Instrumental Music Service (IMS) continues to deliver instrumental music lessons in every mainstream school in the city from P4/5 to S6, supporting national qualifications in the senior phase.

The 'Raising Aspirations in Science Education' (RAiSE) programme ended in December 2018; however, funding was sourced to create an Assistant Development Officer (ADO) post (0.4 FTE) to ensure networks and training continued until June 2020. The ADO has delivered effective CLPL for "STEM Developers" (primary practitioners). The ADO also developed materials for "Putting the M in STEM" with Education Scotland as well as hosting regular STEM "meet ups". The ADO also continued to work with the University of Edinburgh on outreach events until funding ceased in June 2020. The networks continue in session 2020-21, however, supported by a Lead Teacher for Primary STEM, and the STEM Developers course was delivered remotely, with significant uptake (including access by other local authorities within the South East Improvement Collaborative).

In autumn 2019 the Scottish Government made funds available for school and LA bids to promote STEM and City of Edinburgh had seven successful bids: this included authority development work on primary mathematics as well as school-based collaboration in science, technology and mathematics. Work on these projects was affected by COVID-19 but four of the projects opted to continue delivery in session 2020-21. Education Scotland have just announced a third round of funding.

### **Next steps**

Support schools to embed 1+2 within the renewal curriculum, following narrowing of focus during school closures. Roll out L2 and L3 planners to all schools. Create and roll out example L3 plans to all schools. Support cluster engagement with the self-evaluation tool developed with SEIC and Edinburgh University as part of city-wide renewal in session 2021-22. This will include opportunities for cross-sector and inter-authority collaboration on professional enquiry. Support schools to embed teaching and learning in L3. Feed into Equalities Board work on developing the inclusive curriculum through inclusion of Heritage Languages in mainstream curriculum offer across sectors. Develop resources and training for the inclusion of Heritage Languages in L3 programmes. Pilot Heritage Languages classes for senior pupils to support pathways to national qualifications for native speakers. This will be in partnership with Esgoil and Scottish National Centre for Languages (SCILT) and incorporate enrichment activity led by pupils and families. Continue engagement with partners to provide native speaker support in schools. Develop a cross-sector Language Ambassador framework to support schools to broaden the scope of these programmes to include the full range of languages used and studied by our pupils. Explore opportunities to establish a Virtual Languages Academy to extend access to a wider range of languages for all pupils through digital learning. Develop a programme of support for probationer teachers and new colleagues to raise awareness of learner entitlement within the 1+2 Approach and to improve skills and confidence in classroom practice. Work with SEIC partners to put

in place a training framework for lead teachers in primary schools in order to increase capacity and sustainability of provision. Establish a steering group to support all areas of languages teaching and learning.

We are seeking funding via Education Scotland to restore the Primary STEM ADO post, to further develop the STEM Developers course, and enhance links to numeracy and mathematics in particular.

The impact of COVID-19 on music tuition (both IMS and YMI) has resulted in a temporary drop in numbers since the first lockdown. A combination of remote and in-person learning has been developed. Numbers began to increase when Instructors were issued with iPads and could deliver live remote lessons. The pressure on indoor ventilated space for instrumental music tuition continues to be reviewed as pupils return to school. Specific restrictions on brass, wind and voice coupled with limits on the number of schools visited in a week, continues to impact on IMS. Priority has been given to Music SQA students. YMI staff delivered in person lessons until March 2020, after which they developed online resources and remote lessons. Having now received iPads, YMI tutors are delivering remote lessons. In person delivery is restricted until Edinburgh is in Health protection Level 2. This has impacted on YMI pupil numbers. As a consequence of COVID-19. The Scottish Government has reduced its allocation of Youth Music Initiative funds which in Edinburgh represents a 14% cut to YMI (not IMS).

More on-line content, lessons and resources are being developed to mitigate this. The planned increase of 4,556 P1 YMI pupils did not take place



as the programme was due to begin immediately after the Easter holidays. This programme has been protected in the new YMI plans for 2020/21.

Key measures	2016/17*	2017/18*	2018/19*	2019/20*	Target
% of Primary Schools delivering Language 2 progressively	Collected from 17/18	90%	97%	98%	100% by 2020
% of schools engaging with the RAiSE programme	Collected from 17/18	86%	91%	**	Target met
Number of children and young people accessing music tuition	19,822	19,128	24,358	23,579	21,000 for 20/21
% of children achieving expected CfE level for numeracy by Primary 7	75.6%	78.2%	81.0%	Not available	Increase by 2% per annum to session 21/22

\* Schools performance is based on the academic year.

\*\* The RAiSE programme ended in 2018.

## Commitment 30

***Increase the number of classroom assistants and support staff for children with additional needs to improve attainment and wellbeing.***

### ***Background***

We aim to ensure that all pupils achieve the best possible physical and emotional wellbeing and education outcomes.

### ***Key Achievements***

Recruitment of Pupil Support Assistants (PSA) has continued throughout the school session in mainstream and Special Schools.

The additional support budget to provide additional supports via PSAs has increased year on year and we have now simplified the process for distributing this budget direct to Head

Teachers to allow them to employ additional support staff and deploy them as required. This is now being evaluated to ensure that the new model is proving more efficient and streamlined support for schools.

The commitment to increase the number of support staff in schools by 50 was met for school session 2019/20. We also have growing numbers of Pupil Support Officers (PSO) in secondary schools contributing to the Wellbeing Academies. Additionally, we have invested in additional support staff in five Enhanced Support Bases and six Wellbeing Hubs in mainstream secondary schools over the course of this session. We are planning to extend these provisions across further

mainstream schools as part of a phased approach over the next five years.

This session we have used Scottish Government 'Closing the Gap' funding in a targeted way to recruit additional support staff for special schools and specialist provisions, where it was not possible to fill the teaching posts budgeted for. In addition to this we have developed a Home-Link Team to further support pupils to re-engage in learning post lockdown.

The Additional Support for Learning Service has moved to a different model of support this session with online Inclusive Practice Induction training now available for all new staff. This is different to the PSA training offered previously and therefore stands separately. Support staff were invited to access the training along with teachers. The revised Inclusive Practice Induction training has been designed to ensure it offers the most current thinking in evidence-based practice. This involves training focused on Autism, Specific Learning Difficulties and Literacy as well as Equalities, Inclusive Practice, working with care experienced learners and Promoting Positive Relationships.

The Wellbeing Academy has provided a progression pathway for PSAs with a particular focus on building capacity and experience around supporting emotional wellbeing. It has also

### **Status**

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

provided a framework of support to the PSOs, involving a collaborative approach, working closely with Psychologists from the Child and Adolescent Mental Health Service (CAMHS) and the Psychological Service.

This session, by mid-April we will have trained up to 85 staff across the city with a specific focus on promoting wellbeing through resilience and Low Intensity Anxiety Management approaches. This includes school staff, home-link workers and the 25 new School Counsellors. School measures for the three years prior to lockdown showed improvement in learner health and wellbeing and a reduction in anxiety. These improvements were impacted by lockdown. Support to address these needs is being offered through ongoing work of the Wellbeing Academy along with the use of School Counsellors and Community Mental Health funding to add an additional layer of support.

### ***Next steps***

A target of 50 additional classroom assistants and support staff during the administration period was set. This target has been fully met and surpassed and numbers of classroom assistants and support staff continues to increase. In addition, we have recruited School Counsellors into 19 clusters, with 3 clusters preferring to continue accessing

support from Place2Be, funded centrally using the School Counsellor funding. We are actively recruiting to fill remaining gaps. This will be a valuable additional support for children and young people as they readjust to a return to school.

There has been a higher level of staff absence this session due to COVID-19. This has affected schools to differing degrees. We are making use of our Additional Support for Learning service and Closing the Gap team to support any significant

gaps, so this should not impact on the pledge in the longer term.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of FTE pupil support assistants employed (budgeted specific to Special Educational Needs and Special Schools)	584	607	635	646	Increase by 50 FTE by session 20/21
Number of pupil support assistants trained in wellbeing and attainment (all schools)	Collected from 18/19	800 (approx. 67%)	Not available*	Not available*	100% by session 21/22

\* development of measure around Inclusive practice induction training affected by impact of COVID-19, to be confirmed next session.

## Commitment 31

*Expand training opportunities for adults and young people linking with colleges and expanding vocational education.*

### Background

We work with its partners through the Schools College Partnership (SCP) to ensure the offerings and pathways are in place for young people leaving school. Adult Education Programmes are delivered across the city.

### Key Achievements

The Edinburgh Learns Pathways Strategic Board has representatives from education sectors 3-18, Skills Development Scotland, Edinburgh College and Developing the Young Workforce (DYW) Regional partners. Ensuring that the Career Education Standard is embedded across all schools and that the Youth Employment strategy milestones are achieved is continuing to drive vocational opportunities.

Employer engagement with schools has the opportunity to improve with the recruitment of DYW Coordinators across all secondary schools. This has been delivered in partnership with the DYW Employer Board and the Coordinators are currently developing work-based learning projects that will improve engagement with local employers for young people who are either about to leave or are choosing pathway options. Due to COVID-19 risk mitigations it has not been

possible to provide work placements, however through virtual offers young people are continuing to have opportunities to link with industry. Some of our senior pupils are engaged in the Career Ready programme providing individual employer mentoring. An increasing number of our Care experienced young people are linked with industry mentors as part of our investment with MCR Pathways. The JET team are working directly with targeted winter and summer leavers to support transition into vocational pathways.

The School College Partnership offer is a co-constructed programme for young people with pathways at a range of SCQF Levels planning to address alternative routes to employment. The number of Foundation Apprenticeships initially increased. The FA Children and Young People delivered by the local authority's Early Years team is providing a valuable pathway to our Childcare Modern Apprenticeships. All young people engaged in the SCP have been provided with a remote learning offer, with the most vulnerable being supported with on-campus learning when the Protection Levels have allowed this. Edinburgh College is upholding the guarantee offer of a place to all school pupils who apply

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

though it may not be in the course of their first preference.

The 2020 Annual Participation Measure showed that of the 13,390 16-19 year olds in Edinburgh, City of 92.4% were in education, employment or training and personal development. A 0.2 percentage point increase compared to 2019 (August 2020).

Following the first COVID-19 lockdown face to face classes were suspended from April 2020 and have been unable to resume within community centres due to council FM and cleaning prioritised for school activity. We have adapted the use of Microsoft TEAMS over the summer months with a reduction in online Adult Education classes being offered. From October 2020 and from January 2021 we have 150 weekly ESOL, Literacies, Syrian ESOL, Family Learning; Outlook and advertised Adult Education Programme. However, many of our learners are unable to access TEAMS due to lack of digital devices and other barriers including low literacy and English language skills. Whilst the numbers of learners reached remain good, capacity and the overall the number of learning hours has been reduced significantly.

The £25m Integrated Regional Employability and Skills (IRES) Programme of the Edinburgh and South East Scotland City Region Deal includes two skills Gateways covering Housing and Construction Infrastructure (HCI) and Data Driven Innovation (DDI). These operate through the regions' universities and colleges to provide skills development in housing, construction, renewables, and digital sectors. The IRES Integrated Employer Engagement programme is creating an enhanced employability and skills service offer to employers, helping transition those with new skills into work.

**Next steps**

We recognise the economic impact of COVID-19 on the positive destinations of our young people, particularly on pathways such as higher and further education, training – apprenticeships - and employment. Our planning to expand our vocational education offer is adapting due to the impact of COVID-19.

The 16+ Network across all schools has collaborated with key partners to ensure that those at risk are being supported. As part of our senior transition process the Head of Schools will write to the parents/carers of all senior phase

pupils to offer reassurance and outline support. A leaflet outlining current career information, advice and guidance for school leavers will be distributed. The Youth Employment Partnership is responding to the impact of COVID-19 on increasing youth unemployment by working with Edinburgh Guarantee to revise the Activity Agreement programme so that a more sustained case managed approach is embedded for those most at risk. In particular, that the pathway to training or employment is mapped out.

The SCP will be continuing as a remote learning offer as it is unlikely that young people will be able to attend on-site at Edinburgh College until later in the year. The impact of COVID-19 on the delivery of more practical-based vocational courses is therefore being affected and Edinburgh College are working with schools to ensure that young people maintain engagement. SDS have also adapted the Foundation Apprenticeship requirements as completion of work placements is not currently feasible. There are changes imminent to the funding structure of Foundation Apprenticeships and the local authority is working closely with SDS and Scottish Funding Council to

ensure that the needs of our young people are best served.

Ensuring our young people are able to engage in positive destinations is the priority for our Youth Employment Partnership, with a revived Edinburgh Guarantee service and new Scottish Guarantee.

There is ongoing work by the Council and its partners in developing links and clear progression pathways from community based adult learning onto college and further education.

With the suspension of the Adult Education Programme after the second term due to COVID-19 the target for 2019/20 has been adjusted accordingly. From January 2021, the Adult Education Programme is running a reduced online programme of 120 classes to 1,500 adults.

The Council and Edinburgh College worked with the voluntary sector to deliver a Granton Recovery Programme to 304 adults in response to emerging needs of the community following COVID-19, from October to December 2020.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of senior phase age pupils studying vocational qualifications delivered by Edinburgh college	338	211	468	688	Increase by 2% per annum
Number of learners engaging in the Adult Education Programme	17,125	13,789	13,200	Not available	12,535 (for 2019/20)

## Commitment 32

**Double free early learning and childcare provision, providing 1140 hours a year for all 3 and 4 year olds and vulnerable 2 year olds by 2020.**

### Background

The Scottish Government published '[A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland – Action Plan](#)' in March 2017. Due to the impact of COVID 19, the Scottish Government has revised the implementation date for delivery of 1,140 hours of funded Early Learning and Childcare. The new date is August 2021.

### Key Achievements

The City of Edinburgh Council's Early Years Service started phasing in 1,140 hours of funded Early Learning and Childcare (ELC) in August 2017. 62% of local authority settings are fully delivering 1,140 hours and 13% are partially delivering 1,140 hours. 88% of partner providers are now providing the increased funded hours to children aged 3-4 years eligible 2 year olds in their settings, enabling approximately 7,000 children and families to benefit from access to the increase funded hours in advance of August

2021, when 1,140 hours will become an entitlement.

Overall feedback from settings involved in phasing in the expansion continues to be positive.

As well as supporting the development and learning needs of the children, parents are reporting the positive impact on family life, household income opportunities for parents and carers to access work and training.

Our workforce development plan to support the delivery of the programme is on schedule with approximately 530 FTE additional staff recruited since planning for the expansion began in 2016.

[A Progress and Risk update](#) was reported to the Education, Children and Families Committee in October 2020.

62% (60/96) of Local Authority (LA) settings and 88% (101/114) of partner provider settings provide 1,140 hours.

Approximately 450 eligible 2-year olds had access 1,140 hours at March 2021.

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

The Early Learning and Childcare Expansion Plan continues to progress the delivery of expanded provision of 1,140 funded hours and is on track to provide all eligible children with a place from August 2021. Whilst a variety of delivery models will be available for parents across the city e.g. forest kindergarten, childminder, full year or term time settings, parents may need to travel to access their preferred model.

### Next steps

Due to COVID-19, the Scottish Government published guidance for early years settings on June 2020. This guidance requires settings to operate at significantly reduced capacity and we are therefore unable to provide 1,140 hours. This has not yet been updated for August 2021. We therefore have a contingency plan in place to ensure sufficient provision is available in areas affected by the reduced capacity this creates.

<b>Key measures</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>
% of Early Years settings providing 1140 hours of funded Early Learning and Childcare	29%	51%	55%	75%	100% by Aug 2021
% of eligible 2-year olds accessing 1140 hours	12%	26%	75%	80%	100% by Aug 2021

## Commitment 33

***Make early years' provision more flexible to fit families' needs and provide additional resources to families in difficulty so that no children are educationally disadvantaged when they start formal schooling.***

### Background

The Early Learning and Childcare Expansion Plan continues to progress the delivery of expanded provision of 1,140 funded hours with increased flexibility being provided through a locality model.

### Key Achievements

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210 settings provide Early Learning and Childcare (ELC) in Edinburgh. Since August 2017 we increased the options for delivering the funded entitlement by bringing 30 childminders into partnership with the local authority and established five forest kindergartens in the city.

Approximately 200 children are now able to access their ELC through these approaches.

Flexible options were set out in the [Early Learning and Childcare Strategy](#) reported to the Education, Children and Families Committee in August 2017. Flexible options are being delivered through settings providing the expanded 1,140 hours and the existing 600 hours and these are available through term time and full year options.

75% of local authority and 88% of partner settings are providing more than one option of early learning and childcare for parents. Options are

delivered through term time and full year models of delivery.

A variety of delivery models will be available for parents across the city e.g. forest kindergarten, childminder, full year or term time settings, parents may need to travel to access their preferred model.

We have a team of CEC Hanen trainers who are qualified to deliver high quality staff development sessions on Hanen approaches to supporting early language acquisition. We work closely with Hanen trained Speech Therapists to ensure a joined up approach to delivering Hanen across the city.

We target establishments with high levels of SIMD 1 & 2 initially, and we have gradually extended the offer more widely. So far 50 Early Years settings have undertaken Hanen Teacher Talk.

Since August 2018, twenty Senior Early Years Intervention Officers (SEYIOs), funded by the Scottish Government have been working with children and families in establishments with high levels of SIMD 1 & 2. The SEYIOs work with other experienced staff in settings on curriculum development with a particular focus on literacy,

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

numeracy and health and wellbeing through play based approached with identified children. They model good practice and work closely with other the staff to meet the needs of individual children.

In August 2020, ten Early Years teachers were recruited to the central early years team. This teaching team provides targeted support to settings to provide high quality early learning and childcare. The early years teacher team enhance practice by supporting a team ethos and providing opportunities for others to develop.

To do this effectively they manage change sensitively, support, mentor and coach teams and in partnership with Central SLT and Setting SLT, set realistic objectives to improve practice and experiences for children in the setting.

### Next steps

We plan to recruit an additional ten Early Years teachers to the central team.

There will be a survey of parents to gather views on the level of flexibility and choice within the models of delivery available to them undertaken.



Key measures	2017/18	2018/19	2019/20	2020/21	Target
% of Early Years settings providing more than one option of early learning and childcare for parents	45%	64%	64%	75%	100% by Aug 2020
% of Primary 1 pupils living in the most deprived areas achieving expected literacy level	62%	63%	63%	Not available*	Increase by 5% by session 20/21

\* no Achievement of Level survey undertaken in 2020

## Commitment 34

### *Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse.*

#### **Background**

We have invested in early intervention and prevention services and works with partners in Health, Police and Third Sector to ensure the needs of vulnerable children and families are met. This includes supporting those affected by domestic abuse.

#### **Key Achievements**

We have continued to prioritise these services and there is evidence that earlier intervention and effective multi-agency working is reducing the numbers of children who need to be Looked After or are subject to child protection procedures.

The Corporate Parenting Action Plan was endorsed by full council on 18 February 2021. We have put in place a Champions Board of Looked After and care experienced young people, and we have employed two care experienced participation officers to widen the participation of care experienced children and young people in our corporate parenting planning. This has been a successful approach which has increased the number of Looked After Children who are involved in participation activities.

The number of children in Edinburgh who need to be Looked After, including those accommodated

away from home, has reduced to its lowest in 16 years and the number of children on our Child Protection Register remain at its lowest ever level.

We attribute the positive trends in Looked After and Child Protection numbers to our overall restorative and strengths-based practice approach, placing an emphasis on building positive relationships and doing things with families, not to or for them. This approach operates across our children's services including specialist services such as Family Group Decision Making and Multi Systemic Therapy which have made specific contributions to shifting the balance of care.

We have worked hard on devising alternatives to residential care for young people including the specific challenge of the large number of unaccompanied asylum-seeking children arriving in Edinburgh in 2019 and requiring to be looked after. This has included the recruitment of host families and the setting up of shared flats for groups of young people aged over 16 when appropriate.

The Care Experienced Fund has been used to put a number of supports in place including the development of a mentoring scheme for children (MCR pathways) and a targeted approach

#### **Status**

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

involving families with Looked After Children whose school attendance is low.

Edinburgh also has a robust inter-agency approach to child protection resulting in effective risk assessment and appropriate planning to address risk.

Our reduced usage of secure accommodation has allowed us to sell part of our residential estate to NHS to create an Equally Safe Multi-Agency Centre which will improve services to child and adult victims of sexual and other assaults and abuse.

Domestic Abuse targets continue to be monitored on a four-weekly basis and actioned when appropriate.

COVID-19 has raised additional concerns over sharing kitchen and bathroom facilities due to differences in hygiene and social interactions.

The Refuge Pathway to allocate spaces and move-on accommodation, to match women's needs and ensure the right support is offered at the right time, is being trialled by Four Square Keymoves.

The Domestic Abuse Housing Policy was approved at Policy and Sustainability Committee on 14 May 2020.

All Domestic Abuse service contracts have been extended again to 31 March 2022 and a procurement exercise to re-tender has begun.

**Next steps**

A Co-ordinator for Corporate Parenting will be recruited by July 2021 to facilitate the implementation of the Corporate Parenting action plan, support the Participation Officers and contribute to implementation of the Promise across the across the partnership. Child protection services and services for looked after children have continued to operate effectively during COVID-19 lockdown.

We have continued to offer a full social work service both at first point of contact through Social Care Direct and each Locality has a full duty system as usual. There has been no change in the screening and processing of referrals.

Staff engagement with vulnerable children and their families has been a mutual learning process as the phases of lockdown have progressed. For instance, in the early stages, nearly all contact with children and families moved to virtual, and we made a number of investments in ways of supporting this, e.g. use of the Google Duo app and provision of i-pads to families who did not

have the means to participate virtually. We have held Child protection case conferences and Looked After and accommodated care reviews virtually. Some families and young people have found the use of virtual means helpful and have felt this less intimidating than physically attending large meetings.

As things have progressed, we have gradually moved into more direct contact although this has been limited and subject to individual risk assessment in each case and the challenge of limited indoor spaces being available across the City. We have been creative in identifying available indoor spaces in the City, and this has included using Church Halls and Voluntary sector premises. We have on occasions paid for the room hire and this as contributed to the sustainability of these spaces.

We have used spaces in Council Resilience Centres to see vulnerable children and their families as well as facilitating contact for children with their family and providing space for outreach Domestic Abuse services such as Women’s Aid to support families affected by Domestic Abuse.

When it has assessed to be necessary to visit the family home in order to assess risk, we have used

personal protective equipment and social distancing.

No member of staff or children or family members have caught COVID-19 in our contacts and this is evidence that our safety protocols have been effective.

As lock down begins to ease, we will manage our contact with children and families in line with the developing situation and government guidance.

The true impact of lockdown on children and families will only become known over time but we do know that domestic abuse concerns have started to increase, and we have responded to these as per our child protection procedures.

We are in a strong position to respond to these as we have strengthened our partnership with the third sector through the formation of Locality Operational Groups which work together to provide the right help in the right way to people who need it. These are overseen by a task force group who then report to the Children’s Partnership. This provides a mechanism for emerging issues for our children and families to be fed into our planning forums and for more joined up and coordinated responses to be undertaken.

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Key measures	2017/18	2018/19	2019/20	2020/21	Target
Rate of Looked After Children per 1,000 population	15.5	14.5	13.6	12.5	Decrease to 15.3 by 2020
Percentage of LAC pupils with low school attendance	30%	31.4%	33.1%	Not available	Decrease by 10% by session 20/21
Funding invested by CEC in domestic abuse services	Collected from 18/19	£1,194,734	£1,194,734	£1,200,341	This funding will continue to provide accommodation and support for a further year.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
No of women and children supported in a year	Collected from 18/19	1,176 women 267 children	871 women 270 children	1,020 women 295 children	Demand for these services continues and organisations strive to engage with as many clients as possible. Short term cases have reduced which means women are being supported for longer.
% of women and children who report feeling safer	Collected from 18/19	68% of women 35% of children	76% of women 53% of children	51% of women 28% of children	Services address many different issues with clients but safety remains a priority

## Commitment 35

**Improve access to library services and community centres making them more digital, and delivering them in partnership with local communities.**

### Background

The Library and Information Service plays a vital role providing free access to a range of reading, media, IT and information services to all citizens from babies to the oldest in our communities. Services are delivered in a variety of ways to meet the needs of our customers.

Community centres provide meeting places for a variety of local clubs, classes and public forums, venues for family and children's activities and offices for community projects.

### Key Achievements

Community Centres have been supported to reopen for specific essential activities including food security, homelessness, blood donation outdoor and indoor youth work, in line with Scottish Government public health guidance. Regular engagement takes place with Management Committees, Edinburgh Voluntary Organisations Council, Lothian Association of Youth Clubs and Council officers to collaborate on how services can be adapted and renewed.

Downloads of e-books, e-magazines and e-newspapers continued to increase during 2020/21 with over 2.43 million downloads for the year. The pandemic has impacted upon library visits and

loans. Visits to library buildings reduced, from 2.74 million in 2019/20 to 14,820 in 2020/21 as library buildings were forced to closed from 19<sup>th</sup> March due to COVID-19 lockdown. Six libraries reopened with significantly reduced visitor capacity (less than 10% of normal capacity) on 6<sup>th</sup> October and a further four libraries reopened on 14<sup>th</sup> December. All library buildings closed again on 24<sup>th</sup> December due to new Government Restrictions and have remained closed since. The phased re-opening of libraries will be carried out in line with Scottish Government and public health guidance.

During COVID-19 when library buildings had to close, the 24/7 online and e-services library offer remained available and was promoted to citizens via social and other media – all digital services have seen a significant increase in use. Further investment in digital resources and services is indicated and planned after Edinburgh Libraries received the award from PressReader for Most Newspapers Read Online Worldwide in 2020 (1,905,386 issues from 2,155 unique titles).

Libraries have acted as local authority partner with SCVO in administering Connecting Scotland community programme in Edinburgh. Connecting

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

Scotland is a Scottish Government programme set up in response to COVID-19.

It provides iPads, Chromebooks, connectivity and support to develop digital skills for people who are digitally excluded and on low incomes. From April 2020 – Jan 2021, two phases of Connecting Scotland and a related Winter Support Package, have resulted in over 1,000 devices being gifted to individuals in Edinburgh.

Although the ability to respond physically to this year's British Library Living Knowledge Network exhibition was hampered by lockdown, *Unfinished Business* was promoted and supported online and with our digital services e.g. [Capital Collections](#) and [Our Town Stories](#).

Edinburgh Libraries' website was tailored to reflect lockdown with signposting, links and e-resources specifically targeted to reflect home-schooling, activities to do while stuck inside, combatting loneliness and poverty etc.

A bespoke online booking system was developed and implemented to enable Libraries phased re-opening in line with Scottish Government and public health guidelines to help maintain agreed building capacity, safe social distancing and manage potential queues. Up until December 2020, 10 libraries were reopened including 4 in

SIMD areas 1 and 2. Customers could book appointments in advance to browse and borrow resources, use public computers and internet, collect hearing aid batteries and access help with NEC (bus pass) applications and renewals, collect Hey Girls free sanitary products.

Our regular Events programme moved to an online provision across a variety of digital platforms e.g. during Book Week Scotland, Edinburgh Libraries hosted the interactive *Dreams We Dream Of Dreaming* poetry event on Twitter with introduction by renowned poet Michael Pederson; also a targeted City Reads e-book promotion with unlimited downloads of *A Dark Matter* by Edinburgh crime author Doug Johnstone available, which resulted in 863 downloads of the book and hundreds of reservations on other e-book and audiobook titles by Johnstone.

This is triple the number of downloads that we've had in any previous City Read event and is representative of the increase in popularity that we've seen in downloadable usage this year.

In addition, many of the community library book and activity groups have been delivered online e.g. Bookbug Sessions, story-times, craft groups, teen book groups, gardening clubs, family history enquiry service, quiz nights etc.

A partnership with University of Edinburgh enabled delivery of STEM activity for children online with Maths circle activities being held during the latest lockdown, and more planned for March and April 2021.

This year Edinburgh Libraries delivered the annual Summer Reading Challenge for children in

partnership with The Reading Agency solely online due to public health and social distancing restrictions. Participation was lower than in previous years, with some of the loss in participation being attributable to a lack of technology and/or connectivity at home; specifically, a lack of available devices for use by children at home.

The Digital Team adapted the delivery of Get Online digital skills support from 1 to 1, face to face support with a volunteer, to a programme delivered via online platforms and telephone to reflect the necessary closure of buildings and social distancing measures. Libraries continued to support digital inclusion through free access to Wi-Fi while buildings were closed – this provision covers Children's Homes in Edinburgh.

A regular Digital Learning Newsletter has been provided throughout lockdown for all staff to provide information about learning opportunities and encourage colleagues to improve their digital skills and knowledge - both for personal development but also to better equip staff to support library users develop skills for e.g. employability.

The programme to review and refresh the self-service provision in libraries has progressed with the implementation in April 2021 of a self-service module to the existing Solus Library App. This will allow library customers to borrow, return and renew items using their own smart device (phone, tablet) with the Library App installed.

### **Next steps**

A group of library staff volunteers are being recruited to complete the online Learn My Way or SCVO Digital Champions training to enable Edinburgh Libraries digital services team to widen the Get Online digital skills remote support.

A business case for a renewed Library Management System (LMS) has been prepared in conjunction with a proposal to join the Scottish Consortium of Public Libraries which is a collection of 14 Scottish Councils all using the same LMS and exploiting the economies of scale and a professional forum of support, experience and expertise.

A business case has been prepared for a core provision of self-service kiosks to supplement the self-service provision available via Library App. The kiosks provide a more robust service which does not rely upon WiFi or customers having their own smart device and would be required for the development and implementation of Open+ Library technology.

As part of the COVID-19 hardship fund from Scottish Government, Libraries have received funding to progress two projects addressing digital exclusion through gifting of technology: one pilot project working with Library Access Services, WRVS volunteers and Library Link customers to use their devices to engage with reading for pleasure and another working with Get Online customers and Digital Champions to support digital skills and use their devices to help employability and combat poverty.

<b>Key measures</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Target</b>
Digital use – downloads and streaming	461,000	964,120	1.55m	2.57m	1.2m for 2019/20
Total number of library customer transactions	6.96m	6.66m	6.47m*	3.50m	Increase by 5% annually

\* includes estimate for part of March 2020

## Commitment 36

### Support the continued development of Gaelic Medium Education.

#### Background

We are committed to working in partnership with Gaelic communities, Council staff, organisations who deliver Gaelic services, and importantly, Bòrd na Gàidhlig and the Scottish Government.

Between October and December of 2017, we held consultation with Gaelic communities around the future Gaelic Language Plan and importantly, the priorities for action moving forward.

A review of the quality and quantity of the current provision was undertaken and helped inform the [Gaelic Medium Education Strategic Growth Plan](#) presented to the Education, Children and Families Committee in October 2018.

#### Key Achievements

School closures and the associated move to digital and blended learning posed a specific set of challenges to our Gaelic Medium Education (GME) teaching teams. This applies to all sectors but is particularly acute for those working with Early Years and Primary aged learners. The vast majority of GME pupils have little or no Gaelic language input beyond school, so staff have had the dual challenges of keeping core learning going and supporting Gaelic language acquisition. Staff have undertaken considerable upskilling in

digital skills to support remote learning. Partnership and accessing national resources to support remote learning have been key to successful teaching and learning during closures. Additional support for vulnerable pupils and those with additional support needs has been enhanced through increased Pupil Support Assistant hours in primary. This has added to support at home and in school. Parents have been supported with Gaelic language by school staff and our Gaelic Youth worker throughout school closures, in order to minimise impact of learning away from school on Gaelic language progression.

**Croileagan** groups have been run through on-line platforms for the last year. Parents and carers have been surveyed to ensure groups are able to offer the support best suited to current circumstances. This has been used as a period of reflection and review of this provision, with a view to reshaping and expanding the offer over the coming months as part of our general GME expansion project.

Engagement with professional learning has been improved for play leaders through support from the CEC Early Years (EY) team and increased access to opportunities offered by partners such as Storlann, Education Scotland, BnaG and Newbattle Abbey College.

#### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

We have begun to upgrade digital devices and improved access to CEC networks. Survey results show that on-line support has been popular with families. We plan to explore and extend our digital offer next session in order to broaden our reach across new communities. To this end, planning for additional promotion and publicity through CEC websites and library platforms has already begun.

Initial contact has been made with colleagues in Perth and Kinross to share practice, explore possible collaborative projects and expand resources available to families (Bookbug sessions first extension of offer). We plan to extend this into skill sharing and joint Career Long Professional Learning (CLPL).

Work has started to improve alignment of Croileagan curriculum with Oganan and EY at Bun-sgoil Taobh na Pàirce (TnaP) to increase links and support families to engage with language and learning. This work will be taken forward in partnership with TnaP and Oganan. One of our Croileagan Team is employed by Oganan and has responsibility for managing the curriculum, which makes collaborative work in this area easier to manage. Oganan are now a partner provider for EY and work with our nursery at TnaP to offer 1,140 hours provision.



## GME Expansion

Although the pandemic has stalled the rate of progress, we have completed an informal consultation process on GME expansion, with particular focus on creating a new setting for secondary GME. Two public engagement events were held for the community to pose questions and make comments on plans for a proposed preferred option to build a dedicated secondary school on a campus collocated with the new Liberton High School, on the existing Liberton site. Information gathered during the consultation process has led to adjustment of proposals to include provision for primary GME on the same site. Updated proposals also include the establishment of two primary units in west and south-east of the city and further EY provision

linked with city-wide learning estate expansion. The Outcome Report will be discussed with Gaelic Implementation Group (GIG) members.

### Next steps

**Recovery and Renewal** will be supported by additional PSA hours in the primary and by a shift

in focus for the remit of our Gaelic Youth Development Officer to support transitions and language progression P6 – S2. The officer will move to a new base at James Gillespie’s HS.

**Professional Development:** We will work with teaching staff to reinvigorate our collegiate model of professional development provision, particularly in Gaelic language. Support for newly qualified, student and aspiring GME teachers will continue through a blend of local and national provision as part of workforce planning across sectors and curriculum expansion for secondary pupils.

**Expansion of Provision:** The next step will be to proceed to Statutory Consultation and take forward development planning through Learner-led Consultation, in-line with the Edinburgh Learns for Life city-wide strategy. The Edinburgh Gaelic Learning Strategy steering group will guide this work. Officers will work with a newly constituted Scottish Government network of LAs currently focussing on best practice in the development of secondary GME provision.

In preparation for secondary expansion, EY provision will be promoted and increased as an option for families across the city. The expansion of Croileagan groups will be the first step.

**Cultural Activities/Promotion of GME in Edinburgh:** Despite the limitation imposed by lockdown, the Corporate Gaelic Development Officer has maintained a programme of Gaelic language classes and cultural activity, in collaboration with a growing number of partners. Plans for the coming year are to strengthen and build on partnership work to reinforce the Capital Gaelic brand, providing a growing range of opportunities for engagement with Gaelic across communities and raising the profile of Gaelic activity in the city. This work will support strategy for the promotion of GME as an option for families.

**Finance:** GME in Edinburgh is partially funded through Scottish Government Specific Grant, and partly through CEC budget. Risk of fragile funding streams may be a factor.

Key measures	2016/17	2017/18	2018/19	2019/20	2020/21	Target
Number of pupils on the rolls of Primary and Secondary GME	306 Primary 88 Secondary	348 Primary 108 Secondary	376 Primary 107 Secondary	419 Primary 124 Secondary	461 Primary 136 Secondary	Increasing trend
Number of staff trained to deliver Gaelic Learner Education as part of the strategy on 'One plus Two' Languages	12	13	13	15	16	Increasing trend

## Commitment 37

**Continue to integrate Health and Social Care Services. Review the Integration Joint Board's approach to support at home by 2018. Status**

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Edinburgh Integration Joint Board (EIJB) was set up in 2016 to lead integrated health and social care services in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. The EIJB directs us and NHS Lothian on how to deliver services through a partnership model.

The partnership for Edinburgh is called the Edinburgh Health and Social Care Partnership (EHSCP). The EIJB Strategic Plan for 2019 – 2022 details how integrated health and social care services will be developed and delivered.

### Key Achievements

The EIJB's Transformation Programme set out a number of projects that would change the way people were supported in their own homes by the EHSCP.

Reflecting the impact of COVID-19 the IJB meeting on [21 July 2020](#) approved a rescheduled Transformation Programme, organised around the Three Conversations approach.

The roll-out of Three Conversations is in its second year, with more innovation sites engaging with people in this way. This approach has reduced the time people wait to see a worker to 2.5 days (compared to 37.3 days for other sites in the same period) and identified supports that can be put in place to enable independence within the community with less need for formal support.

In response to COVID-19, the Home First programme has accelerated over the last year to best improve how people can be supported at home instead of in hospital. A focus on Discharge to Assess and the utilisation of 'Safe Haven' beds meant that fewer people were delayed in hospital and have been able to move home, or if their needs require it, move to a care home.

The EIJB have engaged with the public and key stakeholders throughout 2020-21 to define the 'Edinburgh Pact', a reimagining of the relationship between the citizens of Edinburgh and the Health and Social Care Partnership.

### Next Steps

Over 2021-22 the Three Conversation approach will be scaled up and the 'Edinburgh Pact' will be finalised and embedded through community mobilisation and other transformation projects.

Work is also underway on refreshing the Strategic Plan for the period beyond 2022 to reflect evolving priorities as we seek to maximise positive outcomes from integration.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Percentage of adults receiving personal care in the community setting (out of all adults receiving this support in a community, residential or hospital setting) ( <i>as end March</i> )	57%	57%	57%	60%	60% by Apr 2019
Late discharge from hospital ( <i>as end March</i> )	291	150	136	122	Decreasing trend*
Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated (every 2 years)	67%	every 2 years	63%**	every 2 years	Scotland's average for 19/20 is 62%. Aim to be above the national average.

\* Data used revised to align with Public Health Scotland publication.

\*\* Due to changes in methodology figures for 2017/18 and 2019/20 are not directly comparable. Public Health Scotland are working on methodology to allow comparison so these figures may differ in later publications.

## Commitment 38

**Take steps to increase the length and flexibility of care visits and increase the availability of care to help people live in their own homes.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The Edinburgh Integration Joint Board (EIJB) directs us and NHS Lothian on how to deliver services through a partnership model. The partnership for Edinburgh is called the Edinburgh Health and Social Care Partnership (EHSCP). The EIJB is committed to providing services which support people to live at home, in their own community, for as long as possible. In line with the EIJB Strategic Plan 2019-2022, many of the projects in the Partnership's Transformation Programme are focused on changing the way people are supported in their own homes, including the Three Conversations approach and Home First programme.

### Key Achievements

Despite COVID-19 affecting volume of care, care at home continued to be delivered during the year to everyone who required support. The number of people waiting for a package of care in their own home followed a downward trend in 2020/21. Although some of this reduction will be from constrained demand due to COVID-19, capacity continues to increase with combined provision of internal and externally commissioned care at home expected to be 115,000 hours per week once full services are resumed. This excludes

provision arranged by Direct Payments and Individual Service Funds.

The provision of care at home is complex and demand for these services continues to increase so work is continuing to improve availability. The initial roll out of the Three Conversations approach has impacted wait time, with the average time to speak to a worker reduced to 2.5 days compared with an average of 37.3 days for those working in the traditional assessment model. This approach continues to be scaled up and rolled out across our services.

As part of the Home Based Care project in the Transformation Programme, EHSCP are engaging with stakeholders about what should underpin the new Care at Home contract to support a 'One Edinburgh' approach. 'One Edinburgh' is the design of a city-wide approach to homecare with the vision to maximise all available care at home and community care capacity and to work together in a collaborative way to ensure the right care is provided, at the right time and in the right place.

While many services were disrupted by COVID-19, new and adapted services allowed quality support to continue to be provided. Over 46,000 outbound calls were made through the partnership's ATEC24 (Assistive Technology

Enabled Care) service and to those with dementia. These calls provided an opportunity to check on individuals' wellbeing, provide companionship and offer advice and support on coping with lockdown. ATEC24 also established a 'click and collect' service for equipment to supplement the existing delivery service, with over 116,000 essential items provided across Edinburgh, Midlothian and East Lothian in 2020. An estimated 66,000 of these were provided to Edinburgh residents.

As part of the Home Based Care project in the Transformation Programme, EHSCP are engaging with stakeholders about what should underpin the new Care at Home contract to support a 'One Edinburgh' approach. 'One Edinburgh' is the design of a city-wide approach to homecare with the vision to maximise all available care at home and community care capacity and to work together in a collaborative way to ensure the right care is provided, at the right time and in the right place.

### Next Steps

The EHSCP will continue to engage with providers as the Home First and Hospital at Home programmes are embedded and with wider stakeholders in the development of the new Care at Home contract, which is expected to be implemented in summer 2022. Through

coproduction of the 'One Edinburgh' approach, we can highlight opportunities to deliver care

differently, and in a way that empowers, promotes flexibility and choice for individuals who require

care and better support carers, families and our partner providers.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Percentage of adults receiving personal care in the community setting (out of all adults receiving this support in a community, residential or hospital setting) <i>(as end March)</i>	57%	57%	57%	60%	60% by Apr 2019
Number of people waiting for a package of care <i>(as end March)</i>	988	480	636	408	Decreasing trend
Percentage of adults supported at home who agree that they are supported to live as independently as possible <i>(every 2 years)</i>	79%	every 2 years	68%*	every 2 years	Scotland's average for 2019/20 is 70%. Aim to be above the national average

\* Due to changes in methodology figures for 2017/18 and 2019/20 are not directly comparable. Public Health Scotland are working on methodology to allow comparison so these figures may differ in later publications.

## Commitment 39

***Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities.***

### **Background**

We are committed to improving the health and wellbeing of our citizens.

### **Key Achievements**

A key component of [Edinburgh Learns](#) published October 2018 is the Health and Wellbeing framework which details practice that should be visible in all our schools and centres, to ensure health and wellbeing across learning.

In 2019/20 the Active Schools Programme provided 53 different activities for pupils to participate in regularly, created 121 links between schools and clubs, and provided 860 people with the opportunity to deliver on the programme.

Physical Activity and Sport Strategy: Further to the interim report presented to Culture and Communities Committee in March 2019, work was progressed in specific areas: to support people with a disability to participate in sport, to increase female participation in sport and to improve accessibility to facilities. An annual action plan was produced to progress this work. Targeted work was delivered in Craigmyle High School to improve community use of the facilities, and at Brunstane Primary School to aid pupil transition to Portobello High School.

We support sports clubs and community organisations through long term leases of Council owned sports facilities. Currently, over 40 organisations benefit from these arrangements.

Working with Edinburgh Leisure is critical to success in reaching individuals and communities that need support to be active and improve their health and wellbeing. Edinburgh Leisure are involved in our Community Learning & Development Strategic Partnership and are members of Edinburgh Children's Partnership. Edinburgh Leisure has over four million visits by customers per annum to its facilities. Edinburgh Leisure has taken on the management responsibility for community use of secondary schools.

The Active Communities Team in Edinburgh Leisure continue to provide a range of targeted programmes that help remove barriers to participation, for example the Looked After & Active project supported Care Experienced Children to get active and healthy.

The Positive Destinations and Young ambassadors' projects have offered educational, employment, volunteering and personal

### **Status**

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

development opportunities to over 300 young people.

### **Next steps**

Due to the COVID-19 pandemic and associated national guidance, including the closure of schools and Edinburgh Leisure sites, there has been and will be a significant impact on planned activity. With sites closed, it has not been possible to deliver planned work. This will be reflected in the 2019/20 and 2020/21 performance towards this commitment.

Service Teams will continue to show flexibility and adaptability to promote and secure sport, physical activity and outdoor learning at home and in keyworker and vulnerable persons hubs.

Whilst always reinforcing the Scottish Government's key messages to control COVID-19, we will continue to promote activities that connect the reader with nature, through bringing the outdoors inside and promoting activities that can be done during visits outdoors.

<b>Key measures</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Target</b>
Attendance at sport and leisure facilities (Edinburgh Leisure)	4,471,704	4,338,251	4,147,842*	4,393,000
Number of young people participating in sport, physical activity and outdoor learning (includes Active Schools Programme)	24,086	27,015	28,971	25,800 (18/19)

\* March 2020 impacted by COVID-19

## Commitment 40

**Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

Thrive Edinburgh is the mental health stream of the Edinburgh Health and Social Care Partnership (EHSCP) Strategic Plan. The Thrive Edinburgh Commissioning Plan has six work streams to reduce the toll of mental illness and promote and protect mental health, resilience, self-esteem, family strength, and joy.

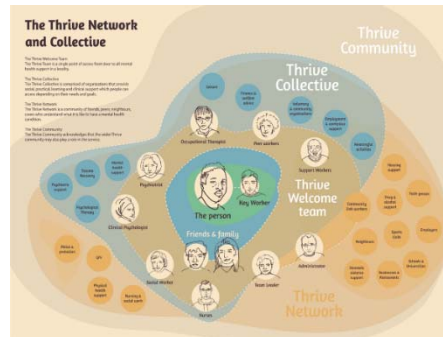
### Key Achievements

**Change the Conversation; Change the Culture:** We launched the *i-Thrive* website in October 2020 and have circulated 25 issues of Thrive News Bulletin to circa 800 organisations and people. “Thrive on Thursday Dialogue” sessions have explored new and emerging issues and opportunities. An MSc in Mad Studies, the first in the world for people with lived experience of mental health problems, launched at Queen Margaret University in the autumn of 2020.

**Partnering with Communities:** We held the Thrive Fest #1 online arts festival in partnership with sister cities for World Mental Health Day on 10<sup>th</sup> October and developed an action plan to progress Rights in Mind workstream and worked with Universities and Colleges to strengthen care

pathways. The Out of Sight, Out of Mind artwork exhibition went live and online.

**Act Early:** We initiated a redesign of Urgent Care and prototyped Thrive Welcome Teams, which are integrated public and 3<sup>rd</sup> sector teams in four localities. We commissioned new Thrive Collective Services with an annual value of £2.8m.



**Using data and evidence to drive change:** We launched the Thrive Exchange Community of Practice in June 2020 and continued with partnership PhDs and Peer Review Publications.

**COVID-19 Response:** As part of our COVID-19 response we provided weekly e-bulletins with

information on services and supports and hints and tips during lockdown and with our Network Rail colleagues delivered over 1,800 “Bags of Thrive” delivered to people of all ages.

### Next Steps

**Change the Conversation; Change the Culture:** Thrive Conference #2 will be held in May 2021, the programme of “Thrive on Thursday” Dialogues will be continued and Thrive book and film clubs will be introduced in 2020/21.

**Act Early:** We will progress with redesign of Urgent Care, move to open access with the Thrive Welcome Teams and develop Edinburgh-wide proposal for improving access to psychological therapies and to reduce people’s wait for support.

**Using data and evidence to drive change:** In partnership with the Data-Driven Innovation Hub at the Usher Institute at the University of Edinburgh we will define standard datasets for 3<sup>rd</sup> sector to be included in the Dataloch.

**Partnering with Communities:** We will progress Thrive Line, including roll out of training for staff in places and spaces for wellbeing, working with communities of interest



## Commitment 41

***Review the application process and increase the budget for housing adaptations with a view to supporting more disabled tenants and owners to remain in their own homes. Help older and disabled homeowners to move to more suitable housing should they wish to do so.***

### Background

As set out in the [Strategic Housing Investment Plan \(SHIP\) 2021-2026](#), the majority of new build properties funded through the Affordable Housing Supply Programme are designed to meet the housing for varying needs standard, which requires they are accessible or easily adapted to be accessible. The Scottish Government have committed to reviewing the guidance on housing for varying needs.

Around 13% of the homes approved in the first two years of the SHIP are specifically designed for older people and those with complex needs. These include amenity homes, supported housing, fully wheelchair accessible homes and homes for veterans.

### Key Achievements

In 2019/20, over £2 million was spent on adaptations to council homes, private homes and registered social landlord homes. Fewer adaptations were carried out in 2020/21 due to

COVID-19 restrictions. Adaptations to Council homes are funded from the HRA and grant funding is available from the Affordable Housing Supply Programme to support RSLs to meet the cost of adaptations. Grant to support private sector adaptations is funded from the General Fund and is administered through the Place directorate.

In August 2019, the Edinburgh Integration Joint Board approved its Strategic Plan 2019-22. It is a statutory requirement for IJB strategic plans to have a Housing Contribution Statement.

The Housing Contribution Statement reinforces the commitment from the affordable housing sector to ensure new affordable homes planned in the city over the next 10 years will support health and social care priorities.

Housing and health and social care partners are working together to identify sites which are suitable to support housing for people with more complex needs, both within the Council's new

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

build programme and the new build programmes of RSL partners.

### Next Steps

The Edinburgh Health and Social Care Partnership (EHSCP) Transformation Programme workstream on housing/infrastructure will be progressed. This workstream also includes a review of adaptations. Progress was delayed in 2020/21 as a result of the COVID-19 pandemic.

The Housing Service has commissioned an Accessible Housing Study to estimate the current and future requirements for adapted and accessible housing. The study will include engagement and consultation with partners, stakeholders and service users to help assess the extent and nature of unmet requirements for accessible housing. This will inform the Council's SHIP and will feed into the EHSCP Joint Strategic Needs Assessment.

## Commitment 42

### *Build a new sports centre at Meadowbank by 2021.*

#### **Background**

This is a major place-making project and is expected to bring opportunities to the area.

The project will see a new state-of-the-art community sports facility built on the site of the original Meadowbank, which closed in December 2017.

It is hoped the accessible new venue will become one of the top centres for community sport in the country, helping to support accessible participation in sport and physical activity for all ages and abilities for generations to come.

#### **Key Achievements**

Following public consultation, planning applications for the site were considered and approved at the Development Management Sub-Committee on 29

June 2018. [An update](#) on the position of the funding package for the new stadium was presented to the Finance and Resources Committee on 11 October 2018. Approval was also given to award the contract for the construction of the new stadium and with planning permission secured. Graham Construction Ltd was appointed as the main contractor for the new sports centre.

Ground work commenced in November 2018 with the last section of the Main Stand (nearest London Road) taken down on Sunday 10 February 2019.

Tree removal took place in February and we are committed to replanting more trees within the wider site, to outnumber those removed.

Foundation works for the new Sports Centre commenced in March 2019.

#### **Status**

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

Pre COVID-19 the community sports facility project was on target for a November 2020 construction completion and a January 2021 opening of the sports centre. However, this has been delayed due to COVID-19 and the new facility is now expected to complete construction in late 2021.

#### **Next steps**

Work continues with Edinburgh Leisure to coordinate the fit out and reopening, which will follow once construction is complete. This has been delayed due to COVID-19 and subsequent labour and materials shortages. The expectation is that the new facility will open by the end of 2021/22, at which point this commitment will move to fully achieved.

## Commitment 43

**Continue to upgrade our existing parks and plant an additional 1,000 trees in communities. Protect major recreational areas such as the Meadows, Leith Links and Princes Street Gardens.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

The park maintenance programme sets out the improvement work required to maintain our parks. Protection of the parks is established through the [Open Space Strategy 2021](#). The parks are assessed through annual Park Quality Assessments (PQAs).

The [Edinburgh Parks Events Manifesto](#) provides a strategic and proactive approach to the planning and managing of events within our parks and greenspaces.

### Key Achievements

Parks Quality Assessments were suspended for Summer 2020 due to COVID-19 control measures being introduced. Of the 141 parks quality assessed in 2019, 2,091 issues/recommendations were identified. From these, judges highlighted three “recommendations” from each park that should be implemented. With regards to the recommendations, when comparing the 2018 PQA criterion scores against the 2019, 122

scores improved, 213 remained the same and 76 dropped.

Green Flag Award assessments by Keep Scotland Beautiful did take place in 2020, Saughton Park and St Katharine’s Park achieved a Green Flag Award as first time applicants bringing the total number of Green Flag Award parks in Edinburgh to 34 (there are a total of 77 awards across Scotland). Corstorphine Walled Garden also successfully retained its Green Flag Community Award.

A new, more challenging, Parks Quality Standard (PQA) was set in 2018. In 2019, 124 of the 141 parks assessed met the new Edinburgh Minimum Standard. This was an increase of 8 parks from 2018.

Our ability to plant trees was impacted by COVID-19. Since 2017, 39,966 trees have been planted, including 5,301 during 2019/20, significantly surpassing the commitment to plant an additional

1,000 trees. The 2019/20 trees comprise 244 replacements and 5,057 new plantings.

We are leading a project to increase tree cover to help Edinburgh fulfil its Climate Emergency commitments and become a Million Tree City by 2030. To achieve this, some 250,000 trees will need to be planted over the next decade across a wide range of public and private land.

### Next Steps

A Green Flag Group Award Peer Review will take place later in 2021.

Further tree planting is planned for Autumn/Winter 2020/21, with a continued focus on replanting street tree gaps and implementation of the Edinburgh Million Tree Initiative.

The Sustainable Capital Budget 2021-31, which was agreed in February 2021, includes nearly £4M for investment in our parks and green spaces over the 10 year period.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Green flag status	30	32	32	34	32
New Parks Quality Assessment standard	76%	84%	88%	Not carried out in 2020	92%

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of additional trees planted	11,800	19,865	5,301	Tree planting suspended in 2020	Additional 1,000 by 2022
Number of events held in major parks	29 large events in total, 28 in Premier Parks	35 large events in total, 31 in Premier Parks	30 large events in total, 26 in Premier Parks	No events held	Hold number of events to maximum permitted (36 across 9 Parks)

## Commitment 44

**Increase allotment provision and support and expand the network and the number of community gardens and food growing initiatives.**

### Background

Our third strategy 'Cultivating Communities - A Growing Success' establishes a 10-year strategic framework for allotment development in Edinburgh that supports the requirements placed upon us by part 9 of the Community Empowerment (Scotland) Act 2015. Four key objectives are defined within the strategy:

- ensure adequate provision of allotments
- develop a robust management system for allotment
- improve the allotment customer experience
- adoption of revised allotment regulations.

### Key Achievements

[A report updating on allotment and food growing provision](#) was reported to the Culture and

Communities Committee on 26 March 2019. The report detailed the measures to increase allotment provision and expand the number of community gardens.

[A report to the Culture and Communities Committee of 28 January 2020](#) detailed draft allotment regulations, to be taken forward for public consultation.

A privately-operated allotment has been established at Lethem Park adding a further 78 allotment plots to the city's stock and a new allotment site at Piershill Square East has been opened with 9 plots. The number of sites and plots has increased in the last 4 years however figures show that the waiting list for allotment spaces has also increased significantly. This is likely to be for a number of reasons, including increased demand brought about by the stay at home regulations.

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Next Steps

A final draft of replacement allotment regulations is to be considered by the Federation of Edinburgh and District Allotments and Gardens Association. It is anticipated the regulations will be reported to Council in 2021/22. A developer funded allotment at Newcraighall, with 20 plots, is due to be transferred to the Council and will be operational in 2021. Two biodiversity areas are to be developed at Baronscourt and Stenhouse Allotments and water harvesting to be trialled at Victoria Park Allotment. Areas of ground at Lismore Playing Field, Clerwood Walled Garden, Gypsy Brae, Fernieside Recreation Ground and Little France Park are being considered for allotment development. Edinburgh and Lothians Greenspace Trust will encourage groups to form to support this change.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Number of allotment plots	1,815 plots across 44 sites	1,833 plots across 44 sites	1,913 plots across 45 sites	1,924 plots across 46 sites	Increasing long term trend
Reductions in waiting lists	2,814 people on the waiting list	1,389 people on the waiting list (April 19)	2,310 people on the waiting list (March 20)	4,285 people on the waiting list (February 21)	Decreasing long term trend

## Commitment 45

**Establish a Child Poverty Action Unit to address the inequalities faced by children in poverty in our city. Its remit will look at food security and nutrition, tackle food poverty and holiday hunger and enhance nutrition in schools. Ensure that a Poverty Assessment section features in all Council reports.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

Edinburgh is well recognised as an affluent and a growing city, however, is also a city with wide levels of inequality and home to some of the most deprived communities in Scotland. An estimated 22% of Edinburgh children grow up in poverty, with rates as high as 35% in some areas of the city.

Under the [Child Poverty \(Scotland\) Act](#), Local Government and Health Boards have a duty to publish an annual report describing existing and new planned actions, or measures taken, to reduce and mitigate the effects of Child Poverty.

### Key Achievements

A review of the councils' report template was carried out in 2019. The review resulted in a reduction of the number of individual sections within the template. However, it strengthened the requirement for all council decisions to be made after due regard is given to several legislative requirements as part of an Integrated Impact Assessment. This includes identifying any impacts relating to poverty.

[Agreement for the creation of a Child Poverty Action Unit](#) was given at the Culture and Communities Committee on 11 September 2018.

The unit, now called the **Child Poverty Group (CPG)**, is a partnership group. This group has:

- built on existing partnerships and reporting arrangements to co-ordinate Council action to address Child Poverty in Edinburgh,
- identified Council leads for the development and publication of annual Local Child Poverty Action Reports (first published in June 2019, second published in December 2020),
- identified a point of liaison with the Edinburgh Poverty Commission on issues and actions relating to Child Poverty.
- Developed a Delivery Plan in response to the Poverty Commission Recommendations
- Developed 1 in 5 and Discover as key responses to tackling child poverty
- Continues to identify actions across Schools and Lifelong Learning and provides an update in the Business Bulletin to each Education Children and Families

The dissolution of the Strategic Outcome (SO) Groups resulted in SO4 being re-configured as the **Child Poverty Group** with the membership revised and widened. This Group links with the Edinburgh Poverty Commission and is responsible for co-ordinating Council and partner actions to

reduce child poverty. It also has oversight of and responsibility for writing the annual Local Child Poverty Action Report (LCPAR).

As one of the three 'Bs' (strategic priorities in the new Children's Services Plan), the Bridging the Gap group is developing income maximisation and employability actions for BAME families and families affected by disability. This group will link closely with the CPG as well as reporting to the Children's Partnership.

In Edinburgh, actions are underway to address Child Poverty and several key projects and initiatives that aim to increase awareness, reduce poverty related stigma, tackle the attainment gap and reduce school and holiday food and financial anxiety are further developing. These include the '1 in 5 Project', 'Discover!' and Maximise! Actions related to employability and supporting families living in poverty continue to be developed. Child poverty work in Edinburgh will be framed within the context of children's rights, given the anticipated incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scots Law in 2021.

The Child Poverty Group continues to make key links with other groups and the links into the

Edinburgh Poverty Commission  
Recommendations and Delivery Plan.

The Edinburgh Children's Partnership provides oversight of co-ordinated actions and signs off the LCPAR each year.

The Child Poverty Group's work closely aligned with the Adaptation and Renewal Workstreams and in particular with the Life Chances and Poverty and Prevention workstreams.

## Commitment 46

**Continue to support the city’s major festivals which generate jobs and boost local businesses and increase the funding for local festivals and events. Support the creation of further work spaces for artists and craftspeople.**

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

The recommended core programme of Festivals and Events 2021/22 was reported to the Culture and Communities Committee in January 2021.

The report describes the approach to continue to support and partner events important to the retention of the city’s reputation and events

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activity. The COVID-19 crisis inevitably impacts on plans, and as far as feasible they are reviewed and re-scheduled. Revenue grants have been released to festivals and repurposing towards mitigation measures agreed by the Culture and Communities Committee in March 2021.

### Key Achievements

Funding commitments have been maintained for the Council’s Cultural Strategic Partners fulfilling a vital collaborative role in the retention of the city’s cultural infrastructure and talent. Related activity which can be implemented under COVID-19 restrictions ensures clear focus on opportunities for residents who are practitioners, artists and participants. Project Funding programmes have also been retained.

A well-received small grants fund to support creative practitioners’ practice was established in partnership with, and administered by, Creative Edinburgh and EPAD (Edinburgh Performing Arts Development). This has also provided first-time contact between creative freelancers and the Council on which to build.

The festivals partnership project, PLACE, with the Scottish Government and the Council, has also been maintained for a 4<sup>th</sup> year and this ensured the continuation of related festivals community, practitioner skills development and programming activity in the city.

The major public consultation exercise to explore options for Christmas and Hogmanay activity going forward was implemented for completion in May 2021.

The partnership project, led by the Council, for lighting the Granton Gasometer will be completed creating an extraordinary and very visible night-time landmark for the area, and the city. It is expected to launch Spring 2021.

Following the success of the first two years of the new multi-cultural event, it will be re-procured, and

a programme of citywide community events take place again in 2021/22.

The Diversity Officer, working to create positive partnerships, networks and permeability across sectors for ethnically diverse artists and practitioners, has established a positive programme of professional development, funding, board memberships and networks, and including the Diversity and Inclusion Fund 2020/21.

A number of projects are underway to increase the number of work spaces for artists and craftspeople. These include the soon to be refurbished Granton station, the Powderhall Stable Block and 20 West Shore Road in Granton which has just recently been let to Edinburgh Palette. During the COVID-19 pandemic business support in the form of rental assistance has been provided to tenants to help maintain their businesses.

### Next Steps

Preservation of funding and infrastructure to support the retention and recovery of the sector is currently fundamental to the work of the Cultural Strategy Service. Collaborative work with community arts venues will further develop during 2021/22.



## Commitment 47

**Become a leading Council in Scotland for community engagement - 1% of the Council's discretionary budget will be allocated through participatory budgeting.**

### Status

Fully achieved	
Partially achieved	
Not yet partially or fully achieved	✓
Will not be achieved	

### Background

Building on our earlier local commitment, a Scotland-wide agreement between the Scottish Government and COSLA will see local authorities working towards allocating 1% of their externally provided funding (around £8m in the Council's case) by means of participatory budgeting (PB) by April 2021. While reiterating the joint commitment to the underlying principles of PB in empowering local communities and recognising its key role in sustainable recovery, these timescales are currently being reviewed at national level due to necessary reprioritisation of activity during the COVID-19 pandemic and continuing public health restrictions.

### Key Achievements

A PB Officers' Group has been established. The group has developed a framework for considering

PB options across the Council's activity and has looked at mainstream, grant and commissioning budget opportunities, comprehensively reviewing the Council budget. The approach taken focuses on discrete elements of existing budgets that may naturally lend themselves to PB.

Council officers are now undertaking work to detail proposals to implement PB in a number of service areas. This includes definition of the scope and scale, identification of the specific budget source and level of budget applicable. These areas include Parks, Active Travel, Pupil Equity Fund, Early Years and the Neighbourhood Environment Programme, Roads and Housing Revenue Account. This work was of necessity paused due to the pandemic but has recently resumed.

As in previous years, Leith Chooses continued during 2020/21 allowing people to vote for projects to receive Community Grant funding in North East

Edinburgh. This year's themes focused on food poverty and/or reduce isolation/ensure connectedness in Leith.

### Next Steps

Meetings have been held and the commitment of all services secured with proposals on the nature and financial aspects of the programme now being produced by services. Once completed, a report on proposed opportunities will be brought to the Corporate Leadership Team for consideration and thereafter to the Finance and Resources and Culture and Communities Committees later in the year for approval, at which point a detailed programme of activity and the associated timescales for meeting the 1% target will be confirmed. This programme will also take account of the findings of a joint Scotland-wide assessment of progress to date by the Scottish Government and COSLA.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
% of annual discretionary budget allocated through participatory budgeting	0.03%	0.04%	0.00%	0.00%	1%

## Commitment 48

**Continue to make a case to the Scottish Government for the introduction of a Transient Visitor Levy and explore the possibility of introducing more flexibility in the application of business rates. Explore the possibility of introducing a workplace parking levy.**

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Transient Visitor Levy

#### Background

Tourism is an important sector to Edinburgh, employing tens of thousands of local people and supporting many other jobs indirectly. The city needs to raise long term secure income to invest sustainability in Edinburgh's offer and manage the impact of a successful tourist economy.

#### Key Achievements

We led the national debate on the introduction of a Transient Visitor Levy (TVL) and consulted on the shape of a local scheme in Edinburgh with key stakeholders and residents. This included:

- Reporting the public consultation results and the City of Edinburgh Council's submission to Scottish Government's national conversation on a Visitor levy in Scotland.
- Continued engagement with public bodies including the Scottish Government on the development of a Visitor Levy (Scotland) Bill.
- Reporting the submission to the Scottish Government pre-legislative consultation on a Visitor Levy in November 2019.

- the Scottish Government published consultation results on the Principles of a Local Discretionary Transient Visitor Levy or Tourist Tax on 27 March 2020

In response to the COVID-19 pandemic the Scottish Government agreed in March 2020 that they would pause work on bringing the Visitor Levy (Scotland) Bill to the Scottish Parliament.

#### Next Steps

We will implement the TVL in Edinburgh once the detail of the legislation is known and the powers are in place. We are continuing to work on the detail of implementation and importantly on how the TVL will be used to benefit the city, its tourism economy and the residents.

### Workplace Parking Levy

#### Background

A Workplace Parking Levy (WPL) will raise additional income and is one of many tools which can make a positive impact on congestion, air quality and public health.

#### Key Achievements

An amendment to the Transport (Scotland) Bill granting enabling powers to Councils over a WPL scheme was added and agreed to with the Bill becoming the Transport (Scotland) Act 2019.

An Edinburgh workplace parking survey that was completed at the end of 2019/20. Results were reported to Committee in November 2020. This will inform future work related to the further consideration of a WPL in Edinburgh.

#### Next Steps

In response to the COVID-19 pandemic the regulations and guidance supporting the WPL scheme was delayed. We will consult with businesses and citizens ahead of regulation and guidance being completed. Council Officers are members of the Scottish Government WPL working groups informing the development of these regulations. We will continue to advance the work of the WPL in partnership with business and other key stakeholders.

## Commitment 49

### Limit Council Tax increases to 3% a year to 2021.

#### Status

Fully achieved	
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	✓

#### Background

In 2018/19 and 2019/20, the Council approved annual Council Tax increases of 3%. Following changes first introduced in 2019/20 allowing councils to increase rates by up to 3% in real (i.e. inflation-adjusted) terms, the approved budget for 2020/21 then included a 4.79% increase in Council Tax to maximise the level of investment available to support delivery of a number of priority outcomes, including investment in the Wave Four schools programme.

#### Key Achievements

The Council used compensatory funding provided by the Scottish Government in 2021/22 [to freeze Council Tax rates at 2020/21 levels](#), resulting in an average 2.7% annual increase over the period from 2018/19 to 2021/22.

#### Next Steps

While an indicative increase of 3% has been assumed for 2022/23, this assumption will be kept under active review, taking into account the longer-term implications of the COVID-19 pandemic.

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Key measures	2018/19	2019/20	2020/21	2021/22	Target
% Council Tax increase approved by Council	3%	3%	4.79%	0%	At this stage, an indicative 3% increase has been assumed for 2022/23.

## Commitment 50

***Continue a policy of no compulsory redundancies and keep a presumption in favour of in-house service provision.***

### Status

Fully achieved	✓
Partially achieved	
Not yet partially or fully achieved	
Will not be achieved	

### Background

We have agreed to retain a policy of no compulsory redundancies during this administration and to deliver our services using in-house resources.

### Key Achievements

Our commitment of no compulsory redundancy remains in place and is fully adhered to by all service areas.

To support the achievement of necessary savings and the redesign of services, we continue to offer appropriate voluntary severance arrangements and redeployment support to its employees. The policy in respect of a presumption of in-house service provision continues to be carefully

monitored through the politically led budget setting process.

### Next Steps

To continue to apply this commitment and ensure that this is embedded in the Adaptation and Recovery Programme, any organisational reviews and business cases that are developed in respect of future service delivery models that we need to consider.

## Commitment 51

**Improve community safety by protecting local policing and empowering communities to tackle long term safety issues and hate crime in all its forms including supporting restorative justice initiatives and other projects.**

### Background

Transformation programme saw the creation of the Family and Household Support service in 2017 whose function was to develop and deliver early and effective interventions based on the principles of the Christie Commission. This complements the continued provision of high quality, innovative criminal justice services, working towards reducing reoffending rates in the city.

### Key Achievements

The Community Safety Partnership continues to oversee Edinburgh’s approach to community safety and reducing reoffending and a range of key activities have been progressed including:

- the work of the citywide multi-agency Bonfire Community Improvement Partnership which facilitates extensive planning and preparatory activities to keep communities safe in the lead up to and during ‘bonfire night’. Diversionary activities for young people, dedicated staff patrols in hotspot areas, clear up operations, educational input across Edinburgh schools, and a co-ordinated social media campaign on the potential dangers posed by bonfires and fireworks all contributed to supporting safe communities during the 2020 celebrations,

and in the absence of organised displays due to the COVID-19 pandemic.

- Intervention work to prevent homelessness on release from prison through provision of housing support at the earliest opportunity to people serving custodial sentences, thus ensuring people have a place to stay on release from prison.
- Restorative justice (RJ) which is offered to adults on statutory supervision who have been convicted of a hate crime, and the victim of that offence (or a representative). Justice services aims to extend the availability of RJ to victims of harm (or a representative) caused by children and young people. This supports the Scottish Government’s commitment to have RJ services widely available across Scotland by 2023. We have also undertaken a large scale roll out of RJ approaches training to relevant staff.
- despite restrictions resulting from COVID 19 work has progressed to deliver Edinburgh’s three year Joint Community Safety Strategy that was launched in April 2020. In some instances, the pandemic has created new learning and reshaping of the direction of travel exposing further opportunities under the three priority themes.

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

Members of each priority area have developed a variety of recommendations including taking forward further supportive research.

Under the Digital and Online theme, it has been recognised that there is a need for digital safety information for those people who have learning disabilities.

Under the Noise and Antisocial Behaviour theme, the Mediation Service has been further imbedded under Family and Household Support adapting its primary face to face practices to include both telephone and digital mediation; providing a more accessible service.

In relation to Young People and Offending, consultation and awareness raising of the Stronger Edinburgh model has been progressed.

### Next Steps

Services to support safer communities and reduce offending will continue to adapt and evolve to meet the needs of individuals and communities. COVID-19 pandemic restrictions have presented opportunities to further develop innovative and resilient community safety and justice services and hastened the establishment of more flexible service delivery, responding to

the need to maintain social distancing while ensuring people have access to the support and protection they require. Finding suitable ways to engage with people for example through increased use of technology where this is preferred, will continue as restrictions are eased.

Actions under the Joint Community Safety Strategy will continue to be progressed.

Digital and Online theme members will work closely with the Voluntary Sector to develop tools over the next two years that will purely focus on supporting online safety for those with learning disabilities.

In relation to Young People and Offending, the Stronger Edinburgh model will be rolled out across the whole city beginning with the young person's group. Contextual Safeguarding and its application in ASB practice continues to be explored and developed, complementing the Stronger Edinburgh methodology, bringing key stakeholders including communities together to safeguard and promote the welfare of young people.

Key measures	2017/18	2018/19	2019/20	2020/21	Target
Percentage of criminal justice orders successfully completed	65.3%	63.6%	65.4%	77.8%	65%
Number of antisocial behaviour complaints per 10k population	33.0	32.01	29.86	32.56	30.0
Reoffending rates	25.6	Data will not be available until June 2021			Scotland's average for 15/16 is 27%, aim to be below the national level

## Commitment 52

***Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of community councils and how they can be enhanced to represent their local communities.***

### Status

Fully achieved	
Partially achieved	✓
Not yet partially or fully achieved	
Will not be achieved	

### Background

Locality Committees have been established and held their first meetings in February 2018. Each committee has looked at the different circumstances in each locality to decide how they can best engage with local groups.

Following a review of their first year, [the Council](#) on 7 February 2019 decided to dissolve the committees.

### Key Achievements

Following a review of their first year, the Council decided to dissolve the locality committees. As an alternative to locality committees, Council agreed to explore increased partnership working at a more localised level through using Neighbourhood Networks which will have greater representation from community groups including community councils. Four new Locality Community Planning

Partnerships have also been set up to lead on delivering the locality improvement plans which aim to improve outcomes for those individuals experiencing the greatest inequality.

A significant consultation exercise was undertaken in 2019 with the key aim of improving the governance framework for Community Councils. Proposals were made to address historic gaps that had been identified in the framework and to unblock a number of procedural issues that impacted community council effectiveness. Work was also undertaken to enable Community Councils to engage more with the diversity of their local communities by introducing new office bearer posts with responsibility for engagement and redrafting key guidance documentation. This resulted in revisions being made to the Scheme for Community Councils, the Community Council

Code of Conduct and the introduction of a new complaints procedure.

### Next Steps

Community empowerment will be considered on an ongoing basis as part of the wider plans to deliver on the Council Business Plan. In addition, following service resumption and the embedding of the improvement actions agreed by the Edinburgh Partnership, officers will bring back a report looking at further improvements that can be made and how community engagement can be prioritised within core skills training and as part of the work of the community team. The Council will also take account of ongoing work by the Scottish Government on the Local Governance Review and of the Accounts Commission who intend to look at community empowerment over the coming year.

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# Policy and Sustainability

10.00am, Thursday 10 June 2021

## Local Government Benchmarking Framework 2019/20 - Edinburgh Overview

Item number  
Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 That Policy and Sustainability note the report setting out the detailed analysis of the LGBF benchmarking framework dataset for the 19/20 financial year.

**Andrew Kerr**

Chief Executive

Contact: Gillie Severin, Strategic Change and Delivery Senior Management

E-mail: [Gillie.Severin@edinburgh.gov.uk](mailto:Gillie.Severin@edinburgh.gov.uk)

## Local Government Benchmarking Framework 2019/20 – Edinburgh Overview

### 2. Executive Summary

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- 2.1 This report provides an overview analysis of the 2019/20 benchmarking data provided by the Scottish Local Government Benchmarking Framework (LGBF).
- 2.2 In summary, the report shows that Edinburgh has seen an overall improvement in performance over the last year and that the city's performance compares favourably to the other Scottish cities. The report provides further detail and compares Edinburgh against the Scottish average, other comparable cities (Aberdeen, Dundee and Glasgow) and highlights changes in Edinburgh's performance over the last 5 years where data is available.

### 3. Background

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- 3.1 Led by [SOLACE](#), with the support of the [Improvement Service](#), the Local Government Benchmarking Framework aims to provide a benchmarking toolkit for local government.
- 3.2 The publication and use of this data forms part of the Council's statutory requirements for public performance reporting as directed by the Accounts Commission.
- 3.3 It should be noted that LGBF data is always retrospective and the framework provides benchmarking data and national rankings for services that were delivered in the financial year 2019/20. In comparison, the current Annual Performance Report refers to the financial year 2020/21.
- 3.4 This is benchmarking data for all Scottish Local Authorities and where the data is relevant can present a useful analysis of us in comparison to others.
- 3.5 Currently the dataset holds data for 2019/20 for 80 out of the 97 indicators.

### 4. Main report

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- 4.1 The Local Government Benchmarking Framework [National Benchmarking Overview Report 2019/20](#) was published by the Improvement Service in February 2021. The report provides Scotland level results and trend analysis of benchmarking data for services delivered in 2019/20.

- 4.2 In addition, an online toolkit on the [My Local Council](#) website has been created to help councils benchmark with other councils.
- 4.3 The framework allows local authorities to compare their performance across a suite of indicators of efficiency (unit cost), outputs and outcomes, covering all areas of local government activity.
- 4.4 This dataset provides information ranking Edinburgh with the other councils as well as timeseries data for each of the indicators for Edinburgh.
- 4.5 First COVID-19 lockdown started on 23 March 2020 so trend analysis should not be impacted significantly. Only exception is the educational indicators that refer to academic year (up to August 2020).
- 4.6 Direct comparisons between councils can be challenging, due to differences in local priorities, pressures and issues; service structures; and how services are delivered. This benchmarking data should be used as a tool to support collaboration and sharing between councils to better understand the differences and the approaches which may deliver improvements.
- 4.7 The Local Government Benchmarking Framework is not a comprehensive summary of all the performance of the Council in 2019/20 rather, the data complements and informs the Council's own Corporate Performance Framework.

### ***High level Overview***

- 4.8 Comparing Edinburgh's latest figures to last year (2018/19):
- Edinburgh's performance has improved in 43 of the indicators and declined in 37 indicators.
  - Edinburgh's ranking has improved in 35 indicators; remained the same in 9 indicators; and declined our ranking in 36 indicators.
- 4.9 In terms of overall ranking Edinburgh compares favourably with the other three most comparable cities of Aberdeen, Dundee and Glasgow:
- Edinburgh has the highest number of indicators above the Scottish average at 46, compared to Aberdeen with 38 indicators, Dundee with (31 indicators) and Glasgow (35 indicators).
  - Edinburgh has the fewest indicators in the bottom quartile at 17, with Aberdeen having 19, Dundee 24 and Glasgow 21.
- 4.10 The Appendix provides an overview of Council benchmarking performance in 2019/20 under the framework's none themes, namely:
- Children's Services
  - Adult Social Care Services
  - Environmental Services
  - Culture and Leisure Services
  - Housing Services
  - Corporate Services

- Economic Development (including Planning)
- Financial Sustainability (new)
- Tackling Climate Change (new)

- 4.11 Included in each section is a comparative overview of Edinburgh's five year trend data with the Scotland wide average, and the cities of Aberdeen, Dundee, and Glasgow.
- 4.12 In addition to the Local Government Benchmarking Framework, the Council also participates in several other benchmarking and service development groups. These include the Association for Public Service Excellence (APSE), Scotland's Housing Network and Keep Scotland Beautiful.
- 4.13 Along with the Local Government Benchmarking Framework, these allow the Council to share best practice and provide a focus for service improvement initiatives.

## **5. Next Steps**

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- 5.1 The Local Government Benchmarking Framework 2019/20 data analysis will be used to inform Senior Management Team discussions and the Council Planning and Performance Framework.

## **6. Financial impact**

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- 6.1 There is no financial impact associated with this report.

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

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- 7.1 The publication and use of the benchmarking data forms part of the Council's statutory requirements for public performance reporting, [as directed by the Accounts Commission](#).

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

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- 8.1 [LGBF National Overview Report 2019/20](#) published by the Improvement Service in January 2021.
- 8.2 [My Local Council](#) website.

## **9. Appendices**

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Appendix A: 2019/20 Edinburgh Overview

# Appendix A: 2019/20 Edinburgh Overview

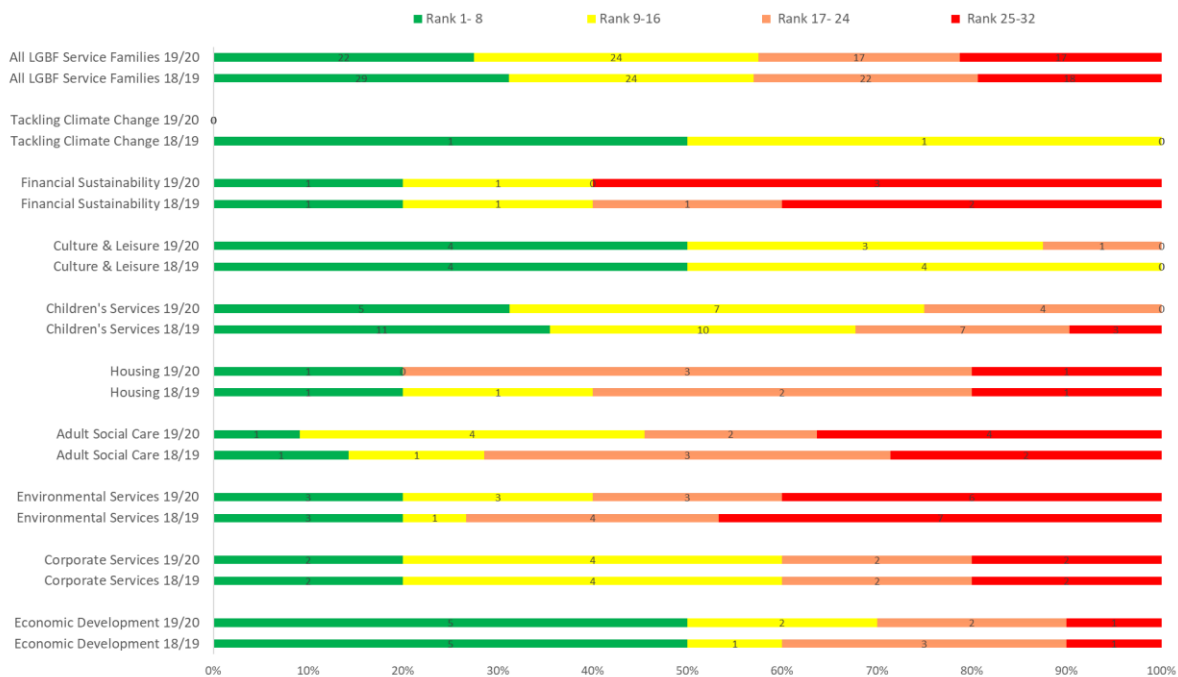
## LGBF 2019/20 summary

1. This analysis of the most recent Local Government Benchmarking Framework (LGBF) data provides:
  - a. a summary of Edinburgh’s comparative ranking and indicator performance compared to the previous year, 2018/19
  - b. indicator data and the national ranking position for all LGBF indicators
  - c. urban cities and Scotland average comparative data
  - d. an overview of national performance trends and local factors.

### Edinburgh – national ranking summary (latest data – 2019/20)

2. Compared to last year (18/19) we have improved our ranking in 35 of the indicators and maintained our ranking in 9 of the indicators. However, our comparative ranking position compared to other councils has declined in 36 of the indicators. This is summarised in the chart and table below:

**Chart 1: Ranking improvement or decline – LGBF 19/20 compared with 18/19**

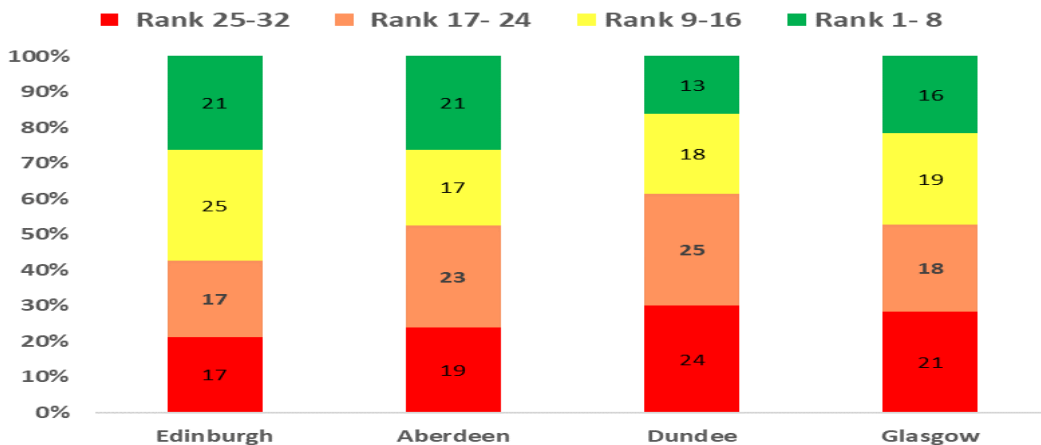


Ranking 19/20	Education	Corporate	Adult Social Care	Environmental	Housing	Econ Dev	Culture & Leisure	Financial Sustainability	Tackling Climate Change	Total	%
Improved	7	3	5	10	1	4	3	2	n/a	35	44%
Declined	7	6	6	4	3	3	4	3	n/a	36	45%
Maintained	2	1	0	1	1	3	1	0	n/a	9	11%
<b>Total</b>	<b>16</b>	<b>10</b>	<b>11</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>8</b>	<b>5</b>		<b>80</b>	<b>100%</b>

TABLE 1 – Summary of ranking positions 18/19 compared to 19/20

- This is a relational dataset so some of the changes in Edinburgh’s rankings will be due to changes in how the other local authorities have performed rather than changes in Edinburgh’s performance.
- Edinburgh compares favourably when considering overall rankings to the three most comparable urban cities, Aberdeen, Dundee and Glasgow. Edinburgh shows the highest number of indicators in the top two quartiles and the fewest in the bottom quartile of the four cities. The chart below shows the number of indicators that are ranked in each quartile for the four cities.

**Chart 2: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities.**



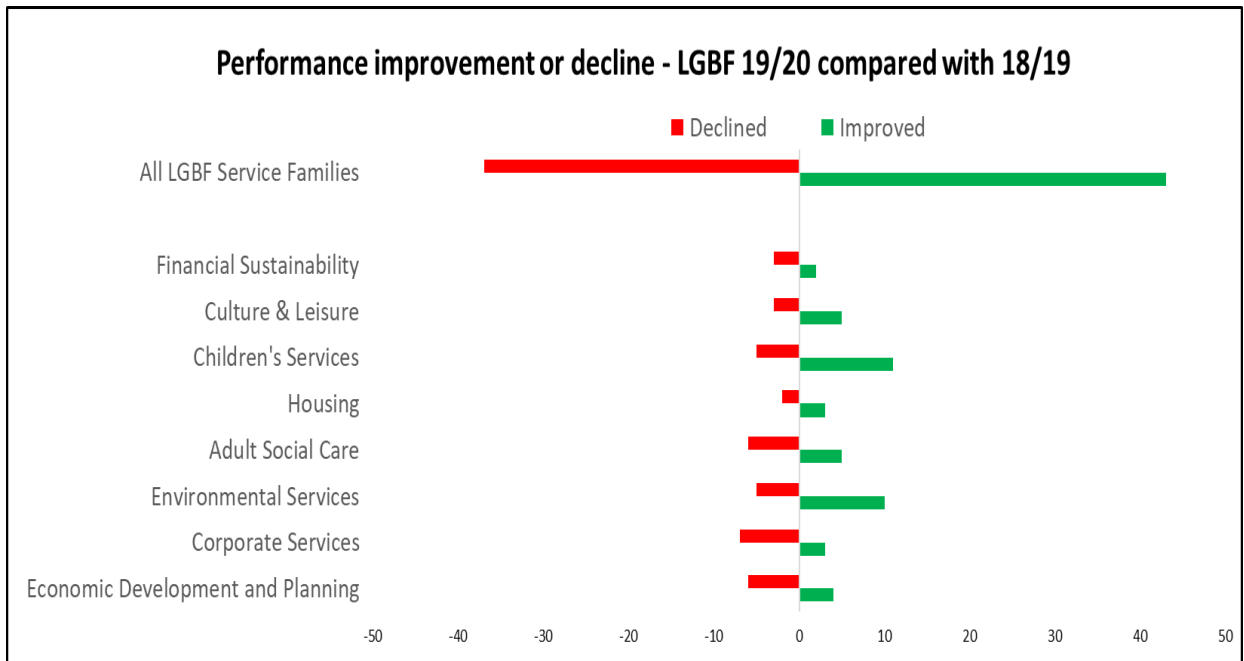
### How did we perform in 19/20?

- Compared to last year (18/19) we have shown improvement in 43 of the indicators. However, our performance has declined in 37 of the indicators. This is summarised in the table and chart below:

Performance 19/20	Education	Corporate	Adult Social Care	Environmental	Housing	Econ Dev	Culture & Leisure	Financial Sustainability	Tackling Climate Change	Total	%
Improved	11	3	5	10	3	4	5	2	n/a	43	54%
Declined	5	7	6	5	2	6	3	3	n/a	37	46%
Maintained	0	0	0	0	0	0	0	0	n/a	0	0%
<b>Total</b>	<b>16</b>	<b>10</b>	<b>11</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>8</b>	<b>5</b>		<b>80</b>	<b>100%</b>

TABLE 2 – Summary of relative indicator values 18/19 compared to 19/20

**Chart 3: Performance improvement or decline – LGBF 19/20 compared with 18/19**



**Initial Corporate Overview for 19/20**

- 6. The following sections of the report provide an overview of the 2019/20 data by the LGBF themes.
- 7. Under each theme is an overview of the five year trend for each indicator as well as a comparison with the national and 3 other cities figures.

8. There are 31 indicators in the LGBF that relate to the efficiency and effectiveness of Education Services.
9. It should be noted that data is missing for:
  - a. 7 indicators – data to be published later on in 2021
  - b. 4 indicators – data is biennial so no updated data for 2019/20
  - c. 4 indicators – data was not collated due to COVID-19 and so will not be available.
10. Compared to last year for comparative ranking, we have improved in 7, declined in 7 and maintained our ranking position in 4. For performance we have improved in 11 and declined in 5.

### **National trend summary (extract of national overview report)**

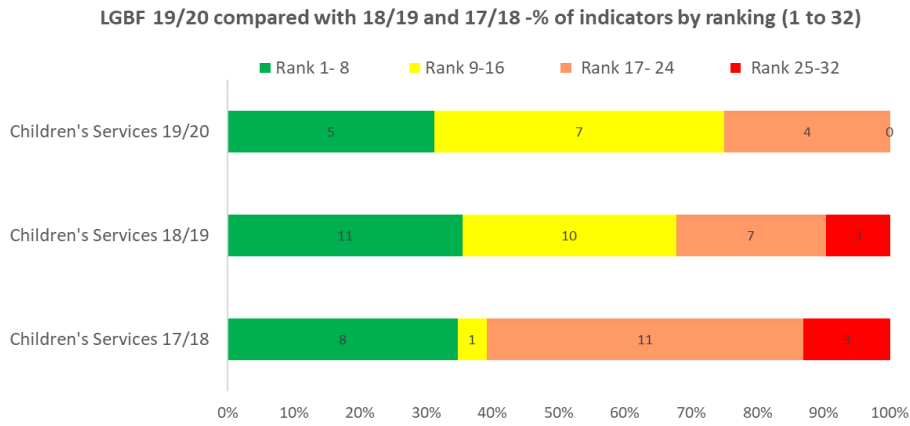
11. Following reductions in spending of 2.5% between 2010/11 to 2018/19, 2019/20 saw a growth in education spend, increasing by 7.1% nationally. This reflects increased costs associated with the recent teacher pay award, access to additional monies via the Scottish Attainment Challenge and Pupil Equity Fund, and the Early Years Expansion programme.
12. Across this period, provision has grown by 4%, including a 9% increase in primary school pupil numbers and a 5% growth in early years places.
13. Measures of educational outcome have shown substantial positive progress since 2011/12 in the measures used in the LGBF, particularly for children from the most deprived areas in line with key priorities in education. As a result of COVID-19, the assessment process was changed for 2019/20 and so attainment information for 2019/20 should not be directly compared to those in previous years or future years.
14. Satisfaction with schools has fallen from 83.1% to 73.0% since 2010/11. However, following year on year reductions to 2017/18, satisfaction rates improved in the past 2 years, from 70% to 73%. The LGBF satisfaction data is drawn from the Scottish Household Survey (SHS) and represents satisfaction levels for the public at large rather than for service users. Evidence shows there are differences between satisfaction levels for the wider public and service users, with satisfaction levels for service users consistently higher than those reported by the general population.

### **Education Services – 2019/20 Edinburgh indicator data**

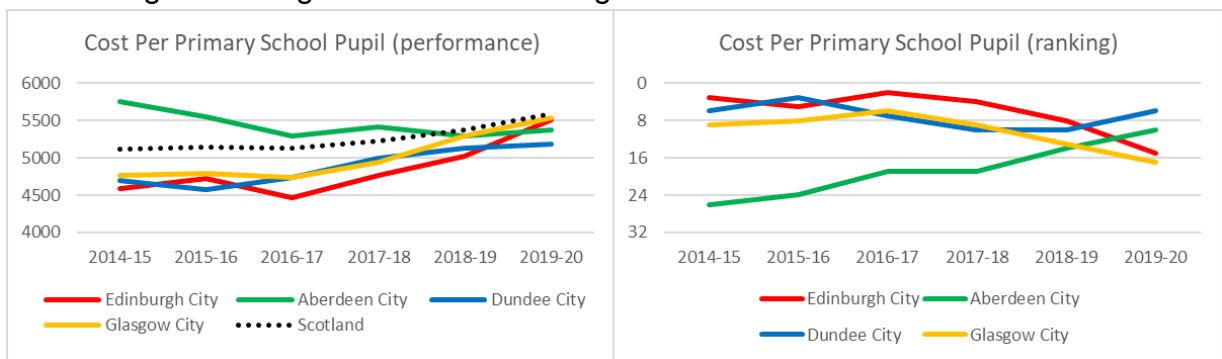
15. The proportion of Education indicators that are ranked in the top two quartiles (so above the national average) increases for the last two years as shown in the chart below.



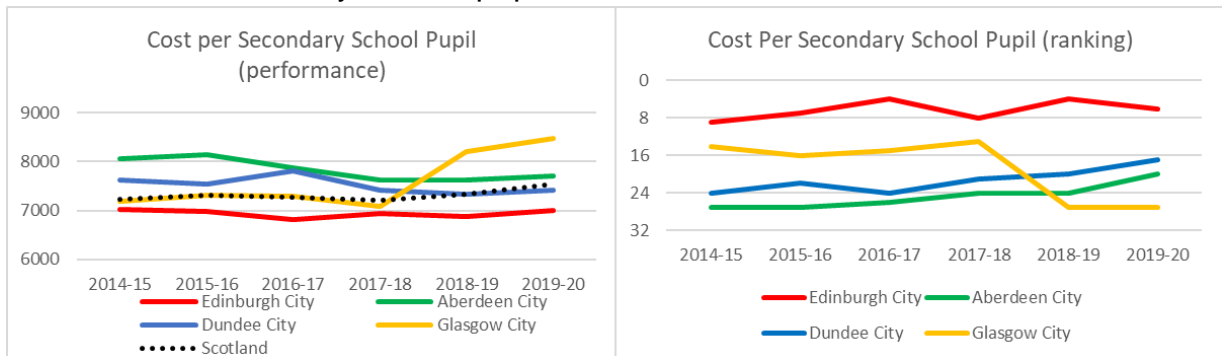
**Chart 4: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**



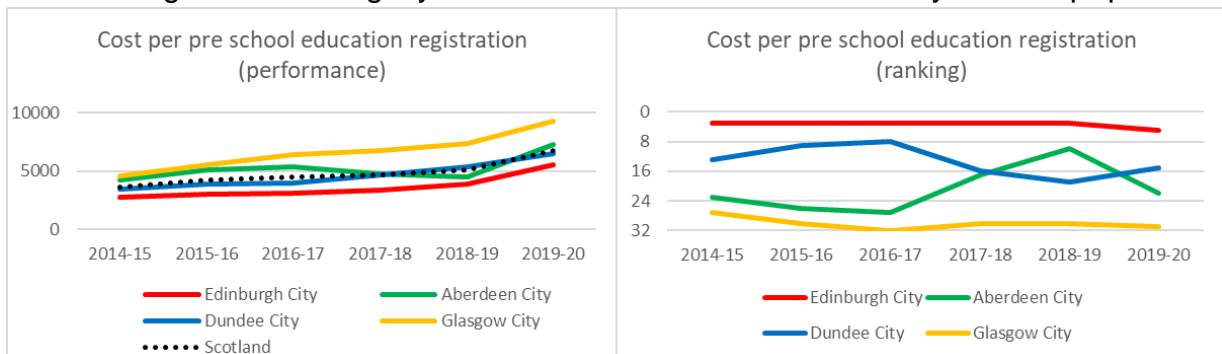
16. The Cost per Primary school pupil has continued to rise in Edinburgh for the last four years. Edinburgh is now comparable with Glasgow and just below the Scottish average. Ranking has fallen from a high of 2 in 2016/17 to 15 in 2019/10.



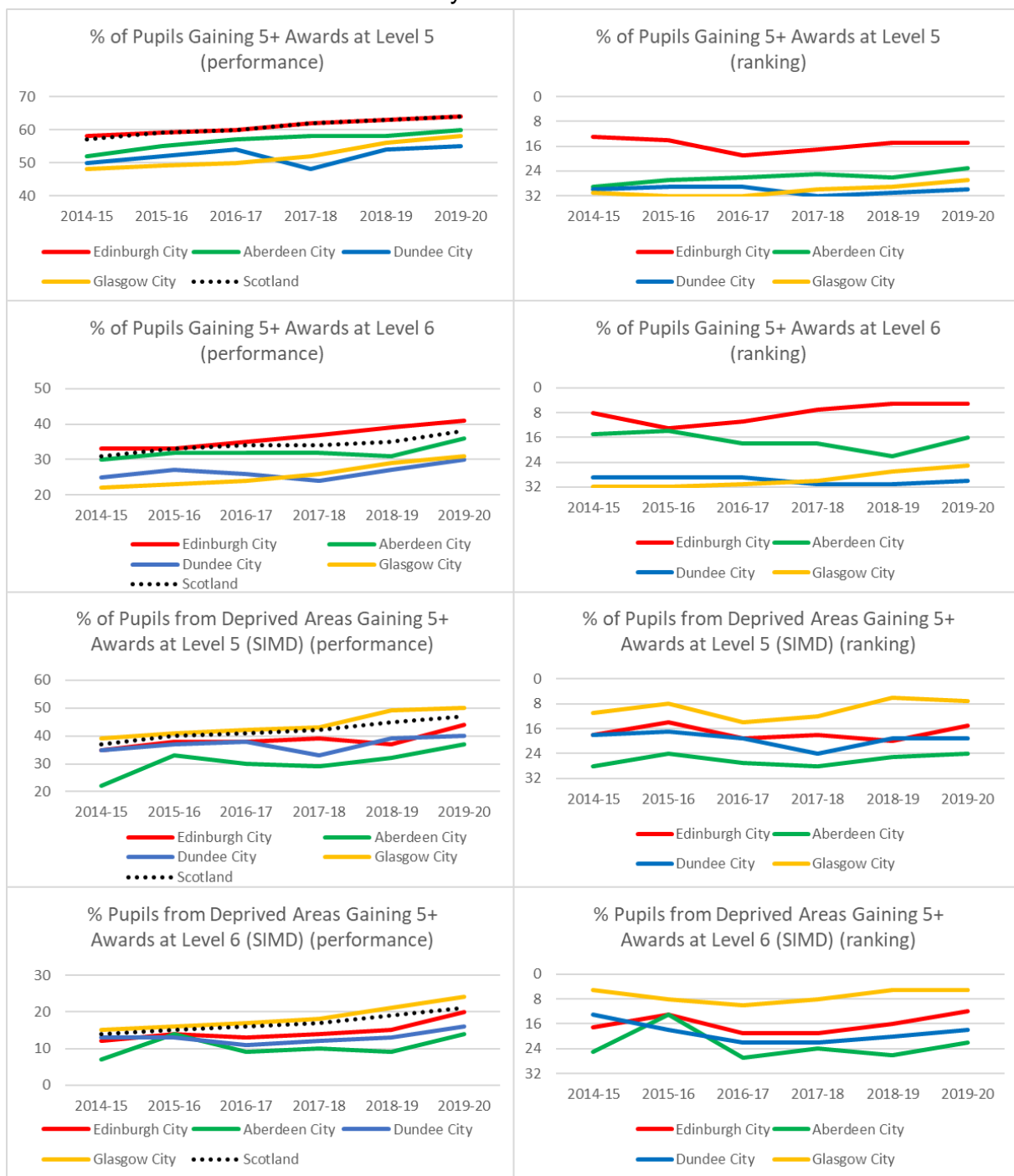
17. The cost per Secondary School Pupil in Edinburgh remains the lowest of the four cities and below the Scottish average. Ranking has fallen slightly from 4 to 6 but remains consistently in the top quartile.



18. The Cost per pre-school education registration has risen for all four cities but Edinburgh remains the most cost effective and below the Scottish average. Ranking has fallen slightly from 3 to 5 but remains consistently in the top quartile.

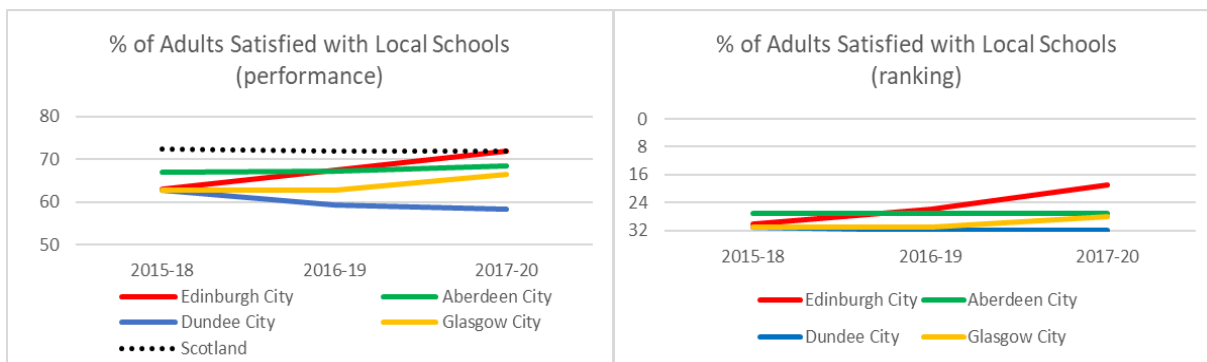


19. Direct comparison of the attainment measures with previous years cannot be undertaken this year. This is due to changes to the assessment process for the 2019/20 academic year due to COVID-19, which makes them not comparable. The trend charts are shown below for your information.

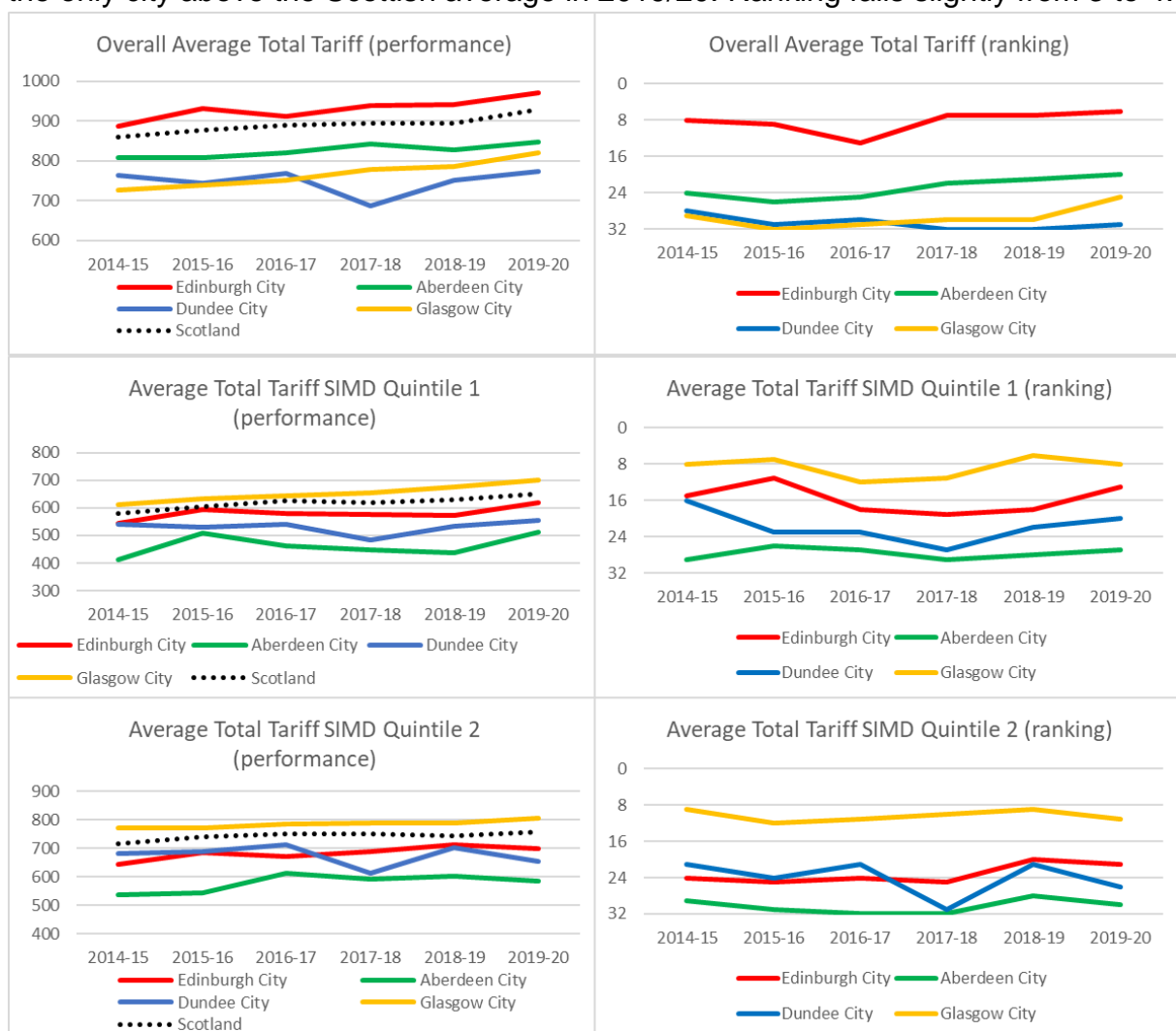


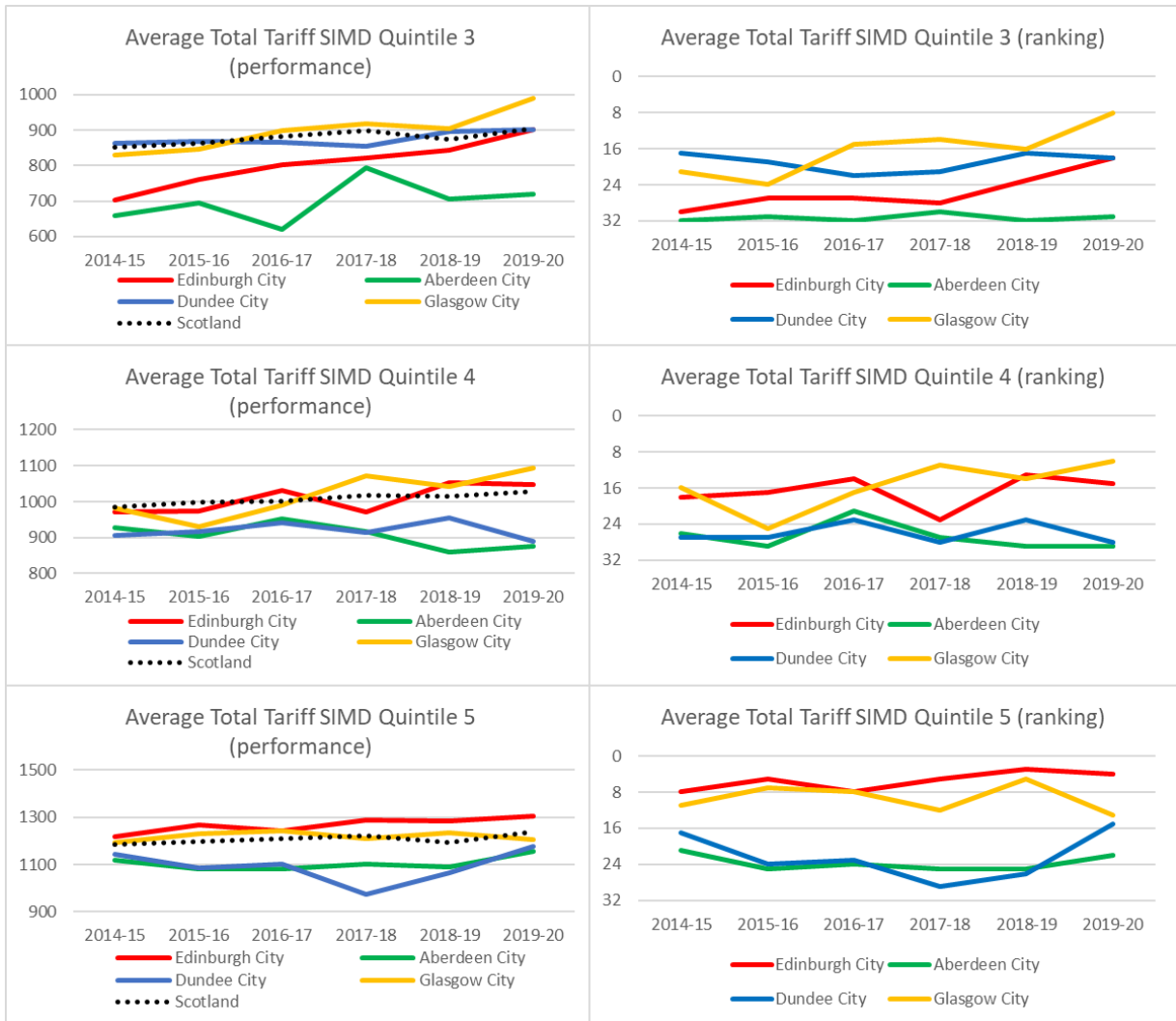
20. The [Edinburgh Learns strategy](#) (item 8.2) underpins our approach to improving performance in Schools and delivering the highest quality education, particularly for children impacted by poverty or the care system.

21. % of Adults Satisfied with Local Schools in Edinburgh has shown continuous improvement over the last five years and is now the best performer of the four cities and above the Scottish average. Ranking has risen to 19 from a low of 30.

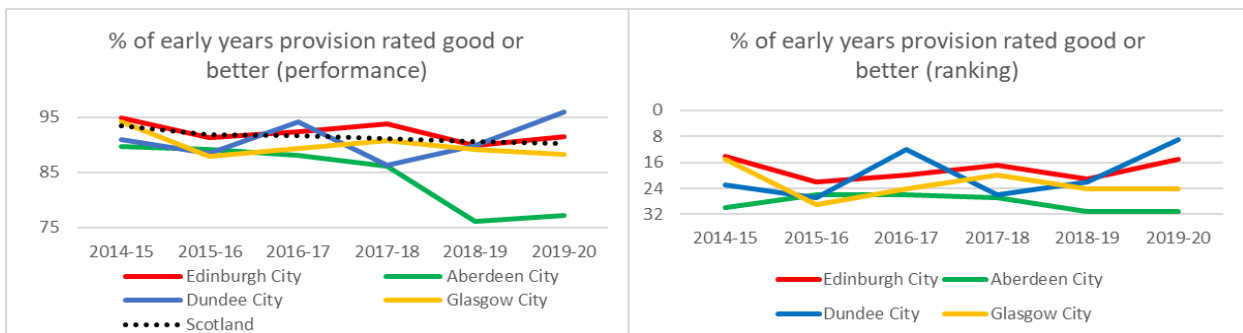


- 22. Overall Average Total Tariff remains the highest of the four cities and is still higher than the Scottish average. Ranking has been in the top quartile since 2017/18.
- 23. Edinburgh's performance for Average Total Tariff SIMD Quintile 1 continues to improve but continues to sit below Glasgow and the Scottish average.
- 24. Edinburgh's performance and ranking has dropped slightly for Average Total Tariff SIMD Quintile 2 and remains below the Scottish average.
- 25. Edinburgh has shown sustained positive performance improvement for the Average Total Tariff SIMD Quintile 3. Ranking has risen to the best-ever level of 18 from a low of 30.
- 26. Edinburgh continues to perform well in relation to Average Total Tariff SIMD Quintile 4, above the Scottish average.
- 27. Edinburgh has sustained positive trend for Average Total Tariff SIMD Quintile 5 and is the only city above the Scottish average in 2019/20. Ranking falls slightly from 3 to 4.

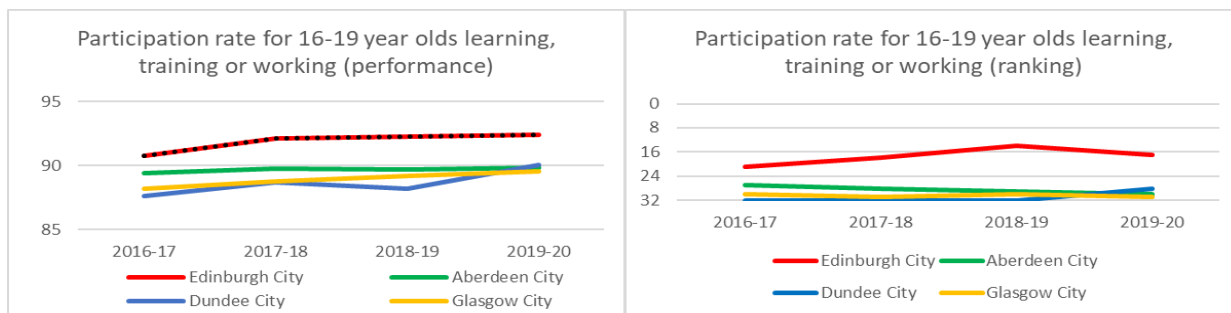




28. Edinburgh’s percentage of early years provision rated good or better is in the low 90s over the past five years, with a slight dip to 89.6% in 2018/19. Ranking has risen to 15 in 2019/20 from 21 in 2018/19.



29. Edinburgh continues to improve performance in the participation rate for 16-19 year olds learning, training or working, and performs better than the three comparison cities. Ranking has fallen slightly from 15 to 17 between 2018/19 and 2019/20.



30. The remaining Education services indicators (including attendance rates, exclusion rates, positive destinations, various looked after children indicators and developmental milestones) do not have updated data for 2019/20.

## Corporate and Asset Management Services

31. There are ten LGBF indicators that relate to the efficiency and effectiveness of Corporate and Asset Management Services.

32. For comparative ranking we have improved in 3, declined in 6 and maintained our ranking position in 1. For performance we have improved in 3 and declined in 7.

### National trend analysis (extract of national overview report)

33. Corporate services spend has fallen by 26% in real terms since 2010/11, and now accounts for only 4.1% of total spending. This is the lowest corporate overhead ratio yet recorded and reflects councils' commitment to protect frontline services over 'back office' functions. It also reflects the maturation of councils' digital strategies.

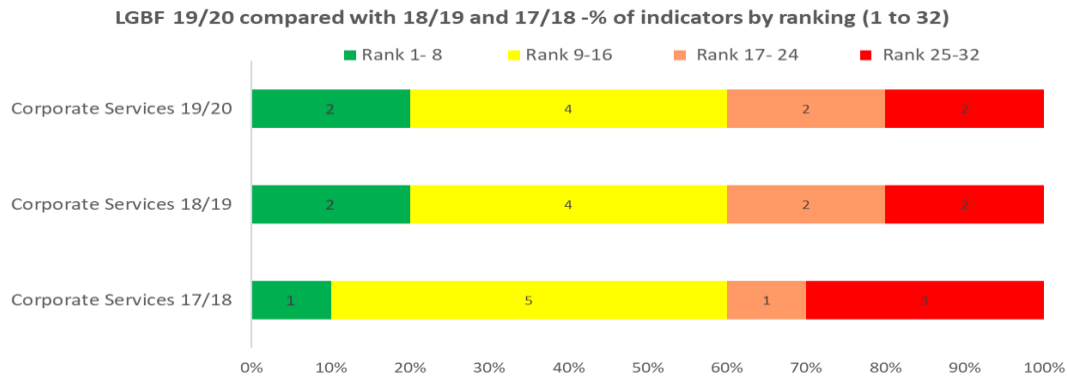
34. This reduction has been accompanied with significant improvement in key areas of performance. Council tax collection rates remain above 95%; the cost of council tax collection has reduced by 59% in real terms since 2010/11; the percentage of invoices paid within 30 days remains above 90%; the gender pay gap has narrowed across the last four years, from 4.5% to 3.4 and the proportion of the 5% highest earning staff who are female continues to rise.

35. Local Government absence levels are at their highest since 2010/11, revealing a 7% increase across the period. This reflects a 10% increase for non-teaching staff, and a 3% reduction for teaching staff.

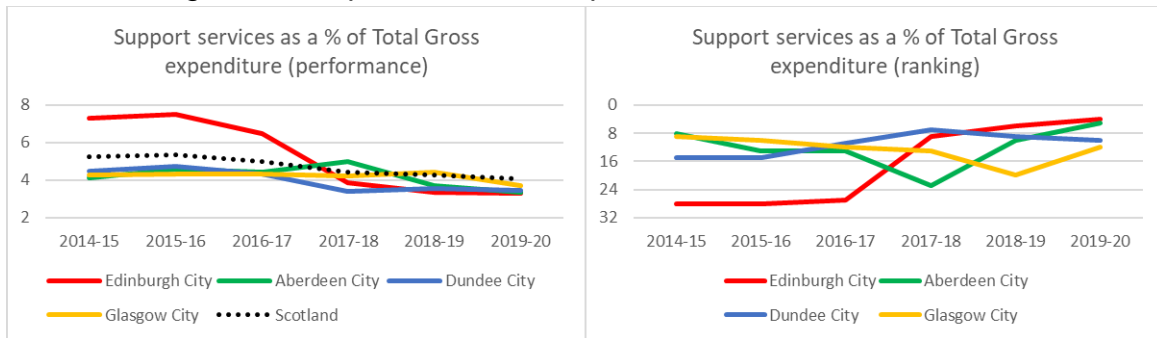
### Corporate and Asset Management Services – 2019/20 Edinburgh indicator data

36. The proportion of Corporate indicators that are ranked in the top two quartiles (so above the national average) has been maintained for the last two years as shown in the chart below.

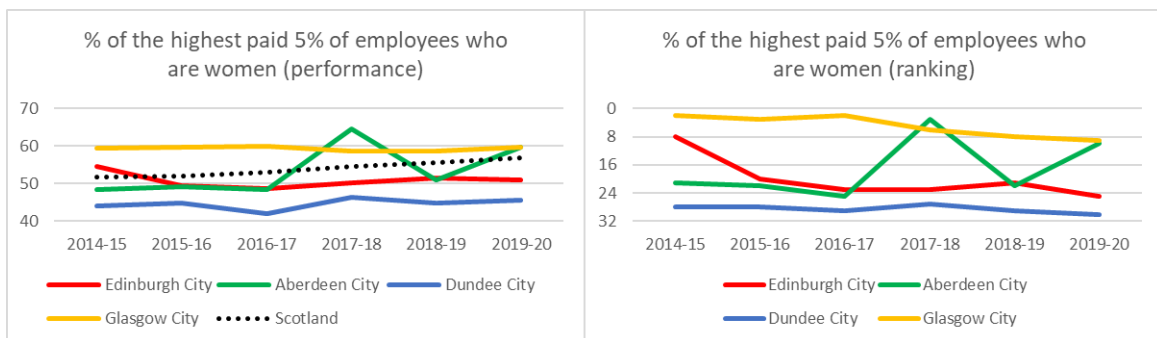
**Chart 5: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**



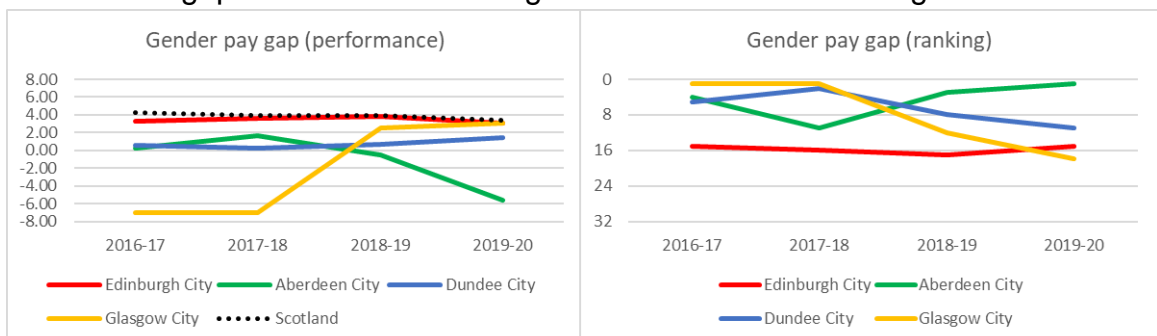
37. The cost of Support Services in Edinburgh continues to show value for money and Edinburgh is performing and ranking better than the three comparison cities and below the Scottish average. Ranking has risen from a low of 28 in 2015/16 to 4 in 2019/20. This continues to be driven by a proactive approach to centralising a wide range of corporate support services (including customer contact & transactional services), delayering and reducing management roles and the introduction of digital technologies and improved business processes.



38. Edinburgh has shown consistent mid table performance for the % of the highest paid 5% of employees who are women, although ranking has fallen to 25 in 2019/20 from 21 in 2018/19.

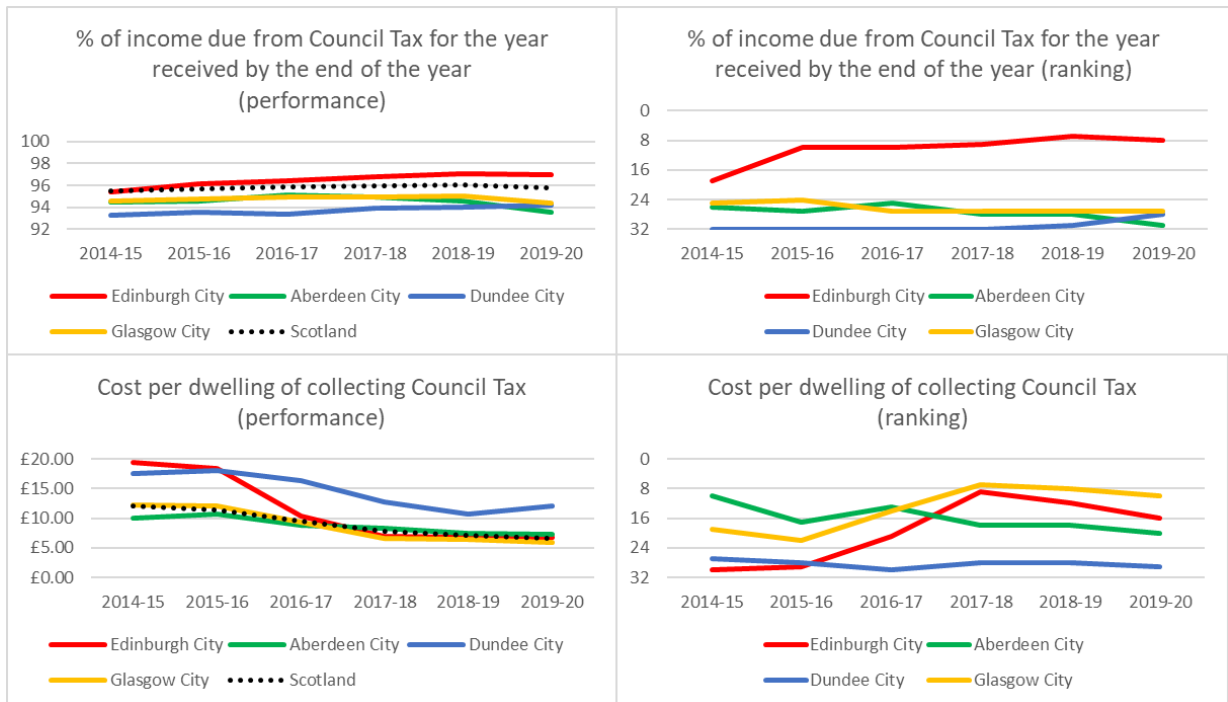


39. Edinburgh's performance and ranking for the Gender pay gap has improved slightly and our gap is smaller than Glasgow and the Scottish average.



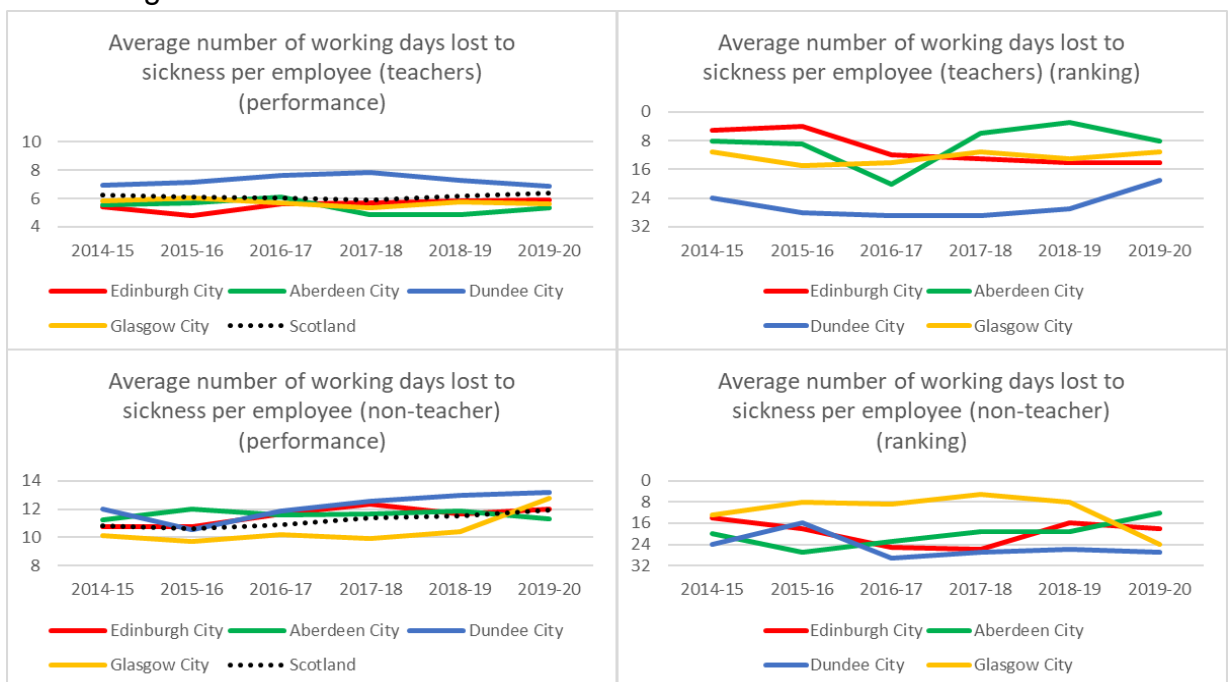
40. Council Tax collection rate in Edinburgh (at 96.95%) continues to outperform the Scottish cities and performs above the Scottish average, although ranking has fallen from 7 to 8. Overall Councils are collecting most of the income due from Council Tax with performance ranging from 93 to 98% in 2019/20.

41. The cost per dwelling of collecting Council Tax in Edinburgh increased slightly in 2019/20 and moves above the Scottish average for the first time in 3 years. Edinburgh continues to see a fall in ranking from 7 to 16 between 2017/18 and 2019/20.

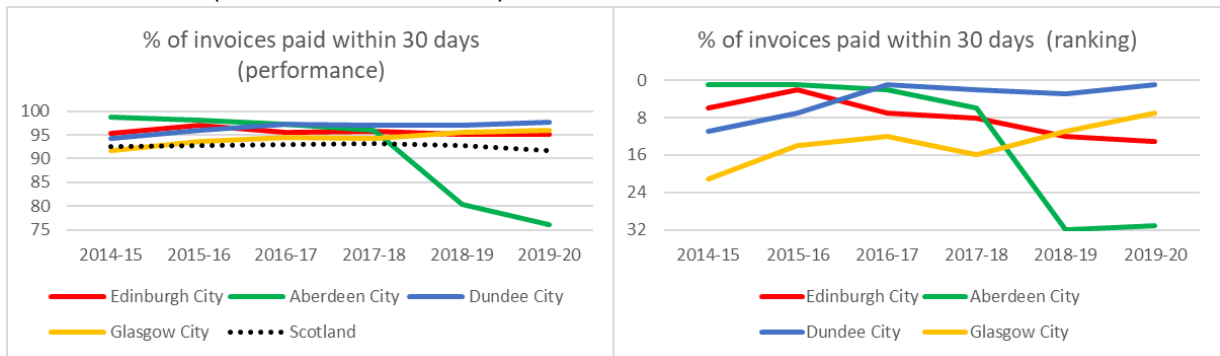


42. The average number of sickness days lost to teachers has increased over the last 5 years but remains mid table of the 4 cities and below the Scottish average.

43. The average number of sickness days lost to non-teaching employees increased in 2019/20 but remains mid table of the 4 cities and marginally above the Scottish average.

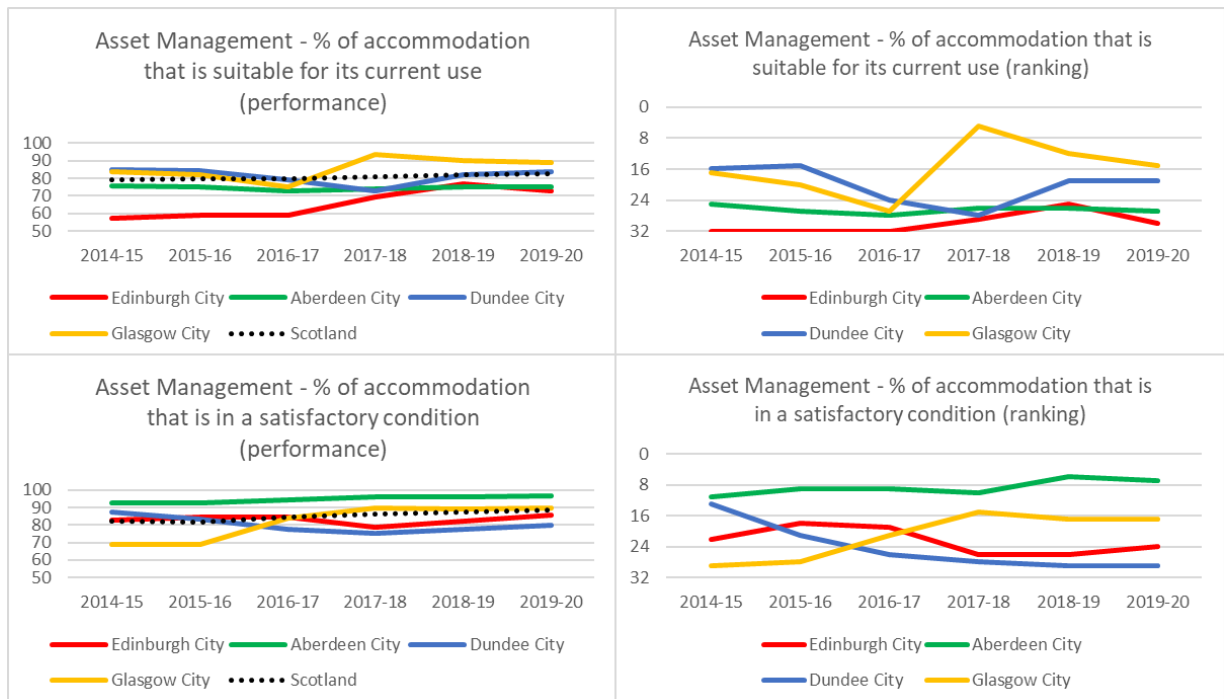


44. % of invoices paid within 30 days has marginally decreased over the last 3 years but performance has remained consistently above the Scottish average. Ranking has fallen from a high of 1 (in 15/16) to 13 although our performance decreases by under 2% (from 96.95 to 95.06).



45. % of accommodation that is suitable for its current use reduced to 72.89% and is the lowest performance of the 4 cities. Ranking has also fallen to 30 from 25 in 2018/19. It is worth noting, that suitability is assessed by services who occupy the buildings, rather than by Property & Facilities Management (PFM) who may assess it differently.

46. % of accommodation that is in a satisfactory condition has increased to 85.47% but is still below the Scottish average. Edinburgh continues to invest, approving an enhanced capital allocation of £118.9m for the Asset Management Works programme for operational properties over a five-year period in the budget process for 2018/19.





## Adult Social Care

47. There are 11 LGBF indicators that relate to the efficiency and effectiveness of Adult Social Care Services.
48. For comparative ranking and performance, we have improved in 5 and declined in 6 indicators.

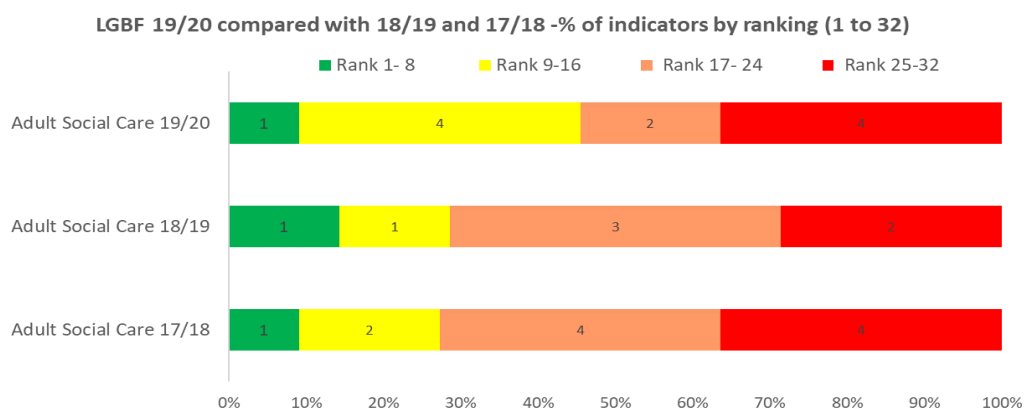
### National trend analysis (extract of national overview report)

49. Significant variability exists across authorities reflecting the different stages of maturity integration authorities are currently at and the different local context and population profiles they serve.
50. Councils' social care spending on adults has grown by 14.8% since 2010/11, and by 1.5% in 2019/20. Spending on home care and residential care for older people remains the most significant element of social care spend accounting for around 60% of the total. Direct payments and personalised managed budgets have grown steadily across the period from 1.6% to 9.0% of total social work spend.
51. Progress has been made across the longer period in shifting the balance of care between acute and institutional settings to home or a homely setting.
52. While there has been an overall improving picture in terms of Delayed Discharges, improvements have levelled off in more recent years. Since 13/14, the number of days people spend in hospital when they are ready to be discharged has reduced by 16.1%, including a 2.4% reduction in 2019/20. However, there has been an 16.7% increase in hospital readmissions (within 28 days) across the same period. The trend has continued in 2019/20, increasing by 1.7%.
53. 'Satisfaction' measures in relation to quality of life, independent living, choice and control, and support for carers all reveal a decline across the period. The deterioration in perceived support for carers is most significant, showing an 8-percentage point reduction from 42.5% to 34.3% across the period.

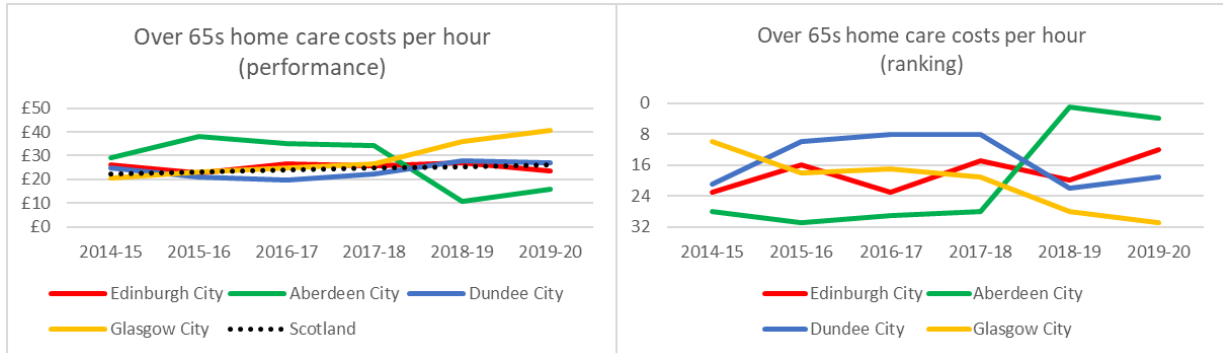
### Adult Social Care – 2019/20 Edinburgh indicator data

54. The proportion of Adult Social Care indicators that are ranked in the top two quartiles (so above the national average) has increased in the last year as shown in the chart below.

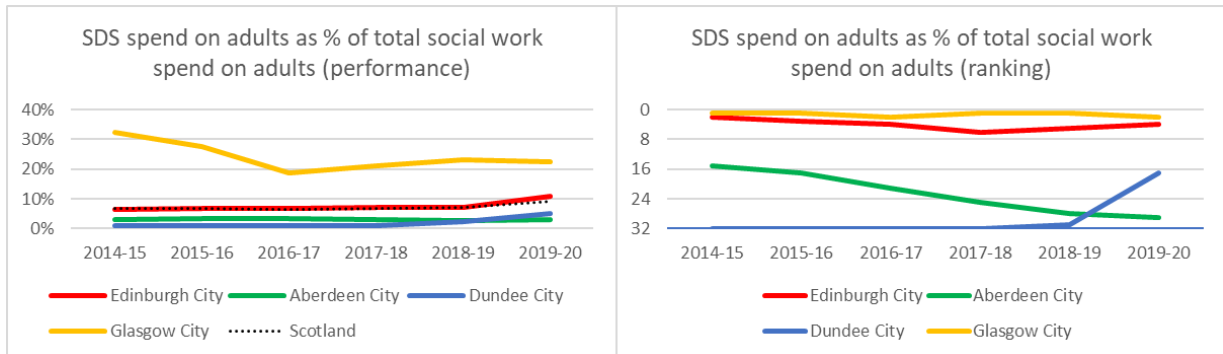
**Chart 5: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**



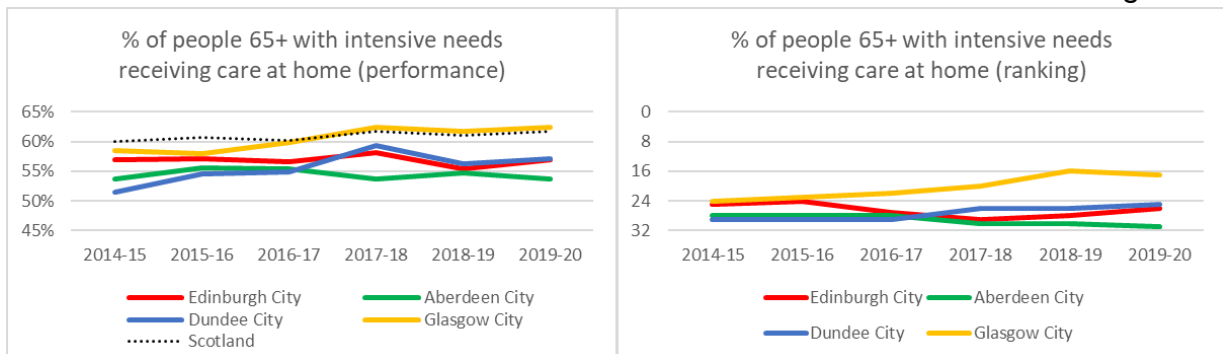
55. The different configuration of services, such as the proportion of internal to external providers of adult social care services will have an impact on how different Local Authorities perform. Edinburgh continues to retain services in house whilst other authorities have chosen to outsource.
56. The costs per hour of providing over 65s home care in Edinburgh continues to show value for money and Edinburgh is below the Scottish average. Ranking has risen from 20 to 12.



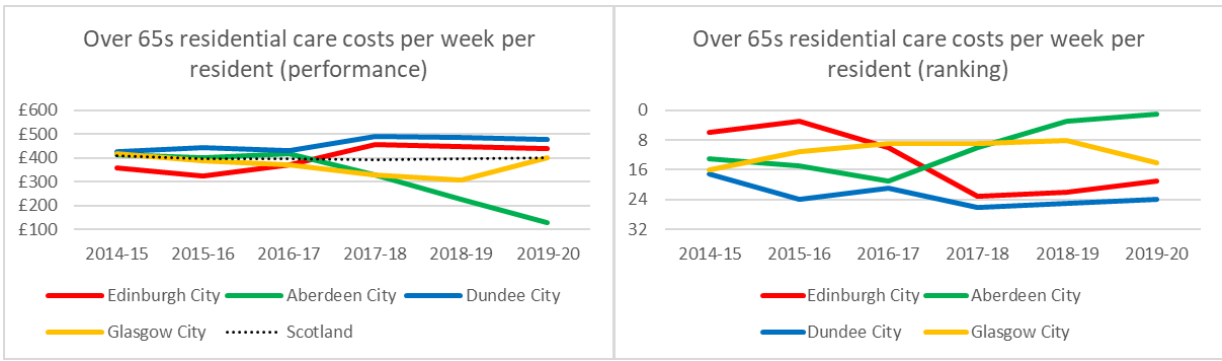
57. Edinburgh has shown an increase of almost 2% in SDS spend between 2018/19 and 2019/20 and ranking has risen to 4. Edinburgh is consistently in the top quartile.



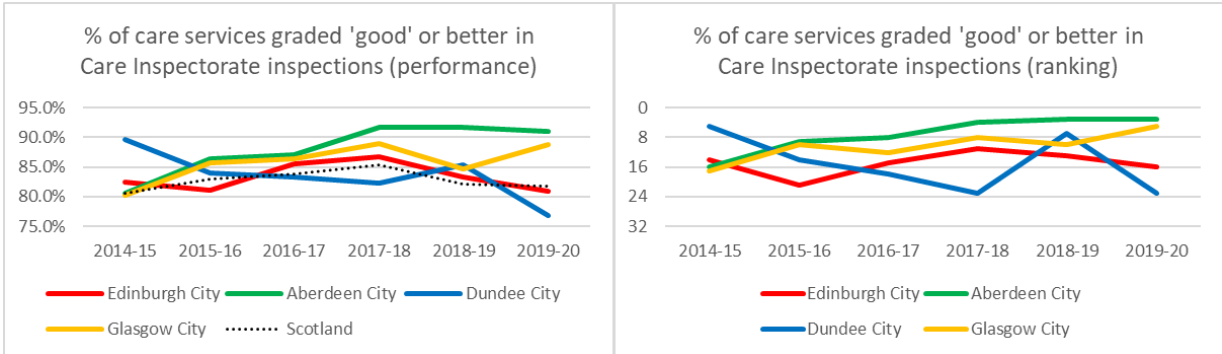
58. The % of people 65+ receiving intensive care at home has increased in Edinburgh to 56.9% in 2019/20 from 55.5% in 2018/19 but is below the Scottish average.



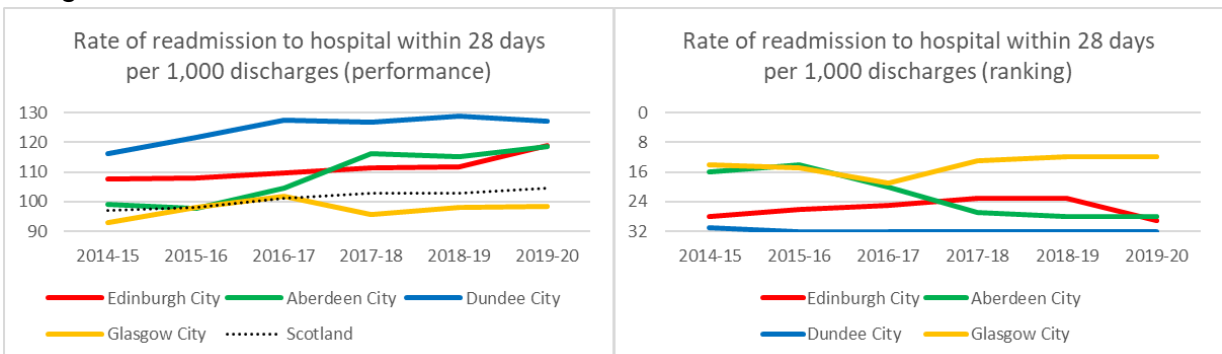
59. Over 65s residential care costs per week per resident in Edinburgh has decreased slightly from £456 in 2017/18 to £441 in 2019/20 but remains above the Scottish average (£401 in 2019/20). Edinburgh's ranking has risen for the last two years and now sits at 19 from 23 in 2017/18.



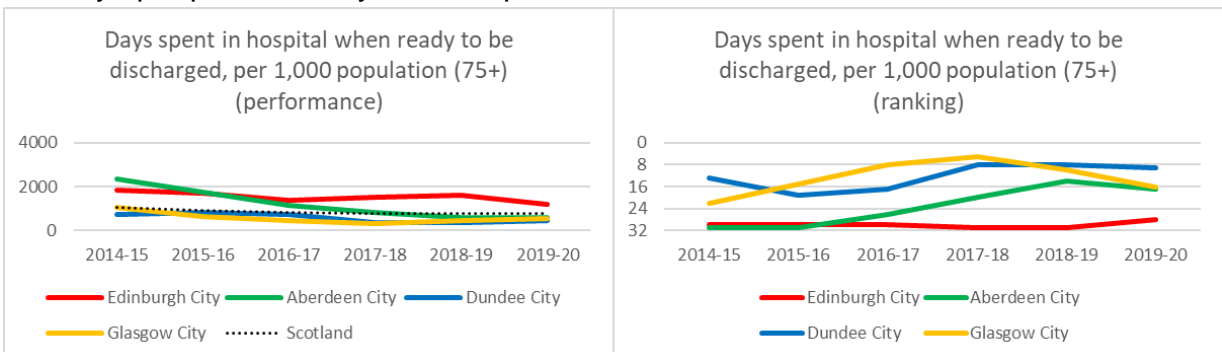
60. % of care services graded 'good' or better in Care Inspectorate inspections has decreased in Edinburgh to 80.9% from 83.3% in 2018/19 but continues to be close to the Scottish average.



61. Edinburgh follows the gradual rise seen in the Scottish average in rate of readmission to hospital within 28 days per 1,000 discharges, but with a sharper rise to 111.68 in 2019/20. Edinburgh's ranking declines in 2019/20 after four years of gradual rises.

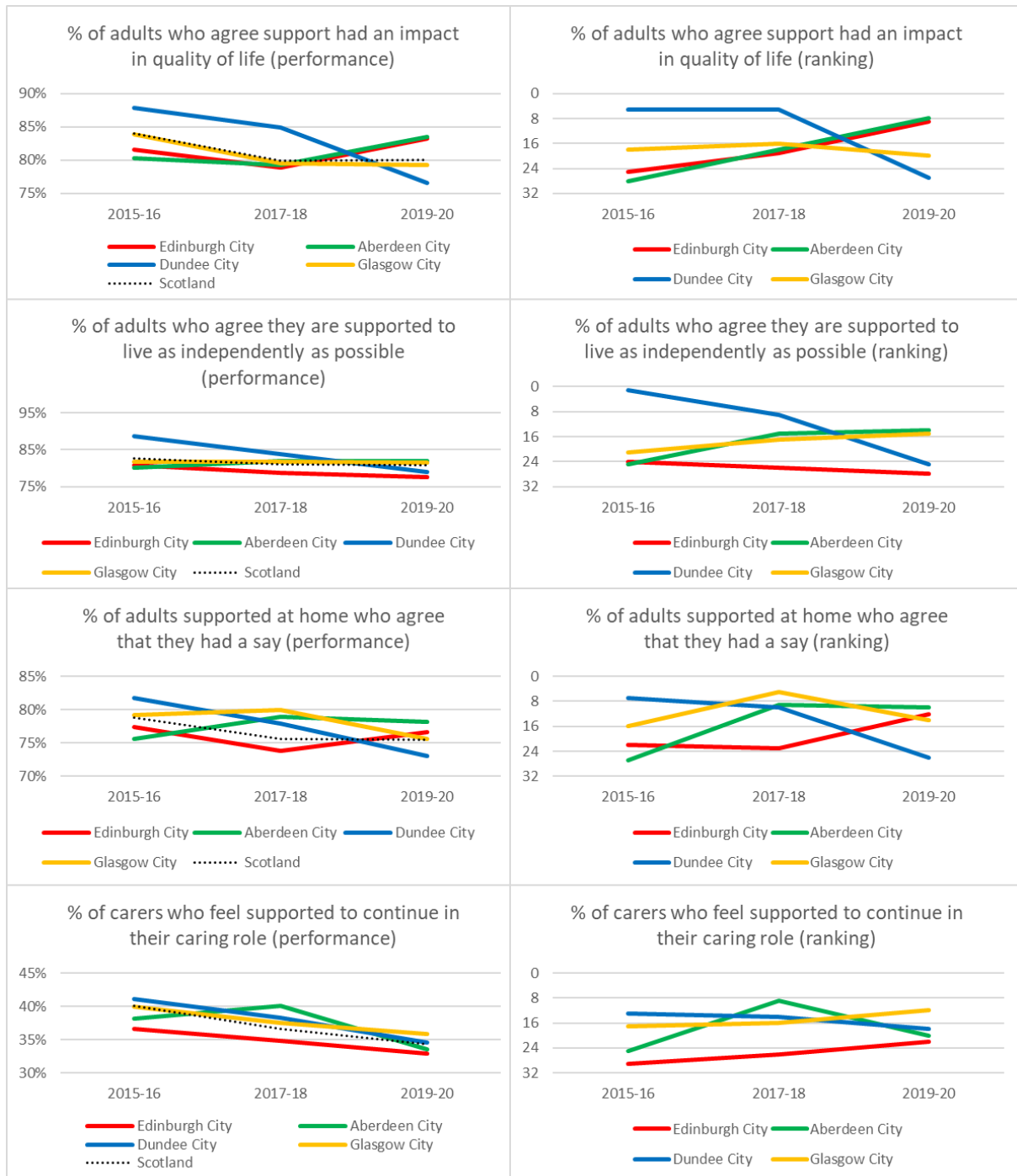


62. Days spent in hospital when ready to be discharged, per 1,000 population for over 75's has decreased in Edinburgh and this is starting to be seen in a rise in ranking in the last year, 31 to 28. However, Edinburgh remains ranked in the bottom quartile. The Health and Social care Partnership continues to advance a number of workstreams to transform services which will continue to drive down the number of days people are delayed in hospital.



63. There are increases in satisfaction Adult Social Care for % of adults who agree support had an impact in quality of life and for % of adults supported at home who agree that they had a say. The Scottish average remains the same between 2017/18 and 2019/20.

64. There is a decrease in satisfaction for % of adults who agree they are supported to live as independently as possible and % of carers who feel supported to continue in their caring role which mirrors a decrease in the Scottish average.



## Environmental Services

65. There are 15 LGBF indicators that relate to the efficiency and effectiveness of Environmental Services.

66. For comparative ranking we have improved in 10, declined in 4 and maintained our ranking in 1. For performance we have improved in 10 and declined in 5.

### National trend analysis (extract of national overview report)

67. Real spending on environmental services has reduced by 11% since 2010/11 (and by a further 0.7% in 2019/20). This includes reductions in waste management (-2%) street cleaning (-31%) and trading standards and environmental health (-28%) since 2010/11.

68. Alongside the reduction in spending, there have been reductions in satisfaction with refuse and cleaning, and reductions in street cleanliness scores.

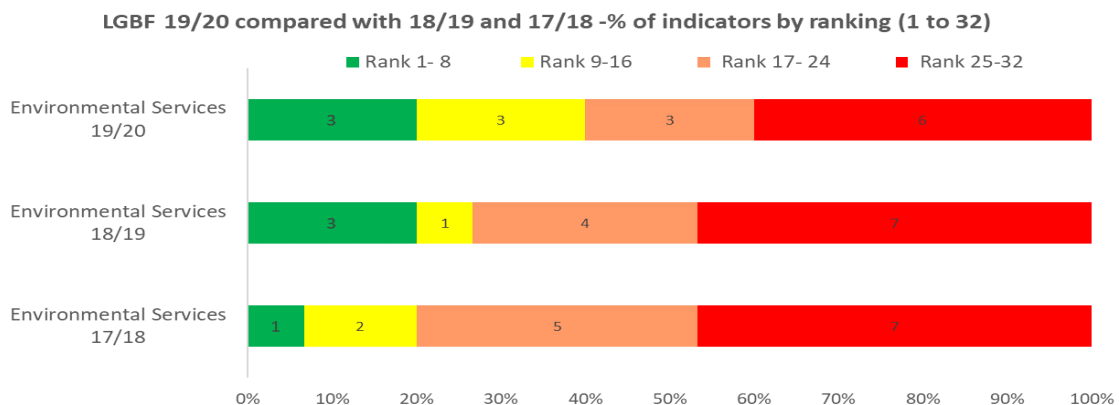
69. Following the decline in 2018/19, the rate of recycling in 2019/20 is showing a small improvement, from 44.7% to 44.9%.

70. Since 2010/11, real spending on roads has fallen by 24.2%, including a 4.5% reduction in 2019/20 (excluding outliers). Since 2010/11, the road conditions index indicates conditions have been largely maintained across all class of roads with around 30% to 35% of roads continuing to require maintenance.

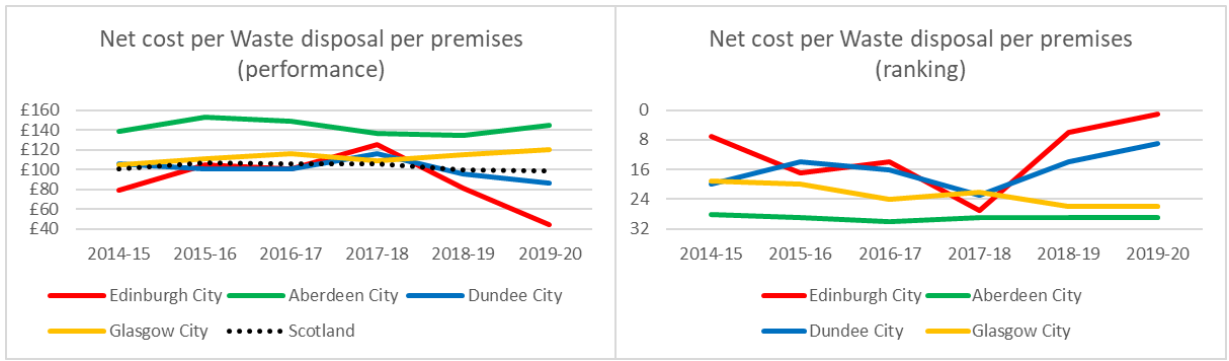
### Environmental Services - 2019/20 Edinburgh indicator data

71. The proportion of Environmental Services indicators that are ranked in the top two quartiles (so above the national average) increases for the last two years as shown in the chart below.

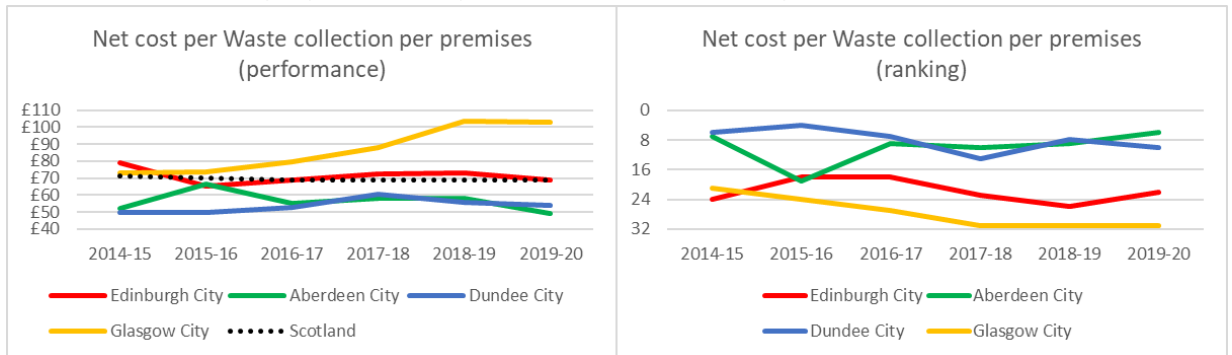
**Chart 6: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**



72. In 2019/20 waste disposal costs show Edinburgh (£44.57) and Midlothian (£54.23) with Edinburgh ranking 1 and Midlothian 2, reaping the rewards of the first full operational year of Millerhill Recycling and Energy Recovery Facility. The previous year showed Edinburgh ranking 6 and Midlothian 10.

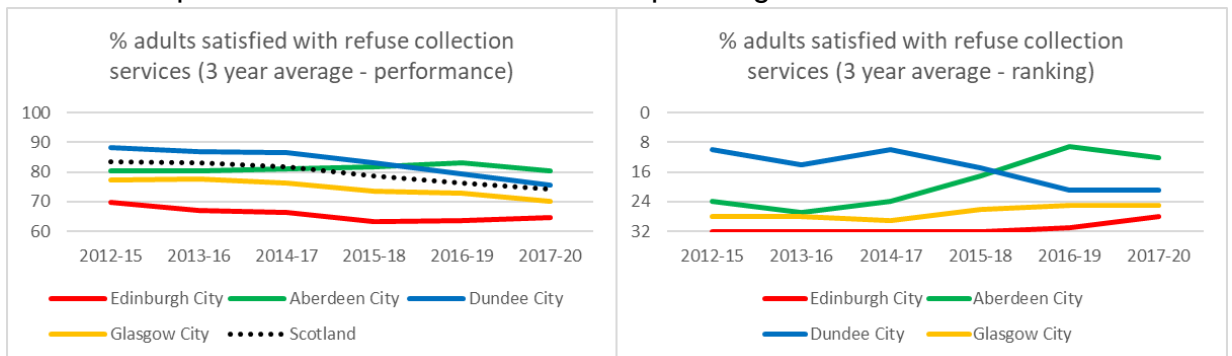


73. The net cost of collecting waste per premises has improved in Edinburgh over the last 5 years averaging £69.69 against a Scottish average of £69.20.



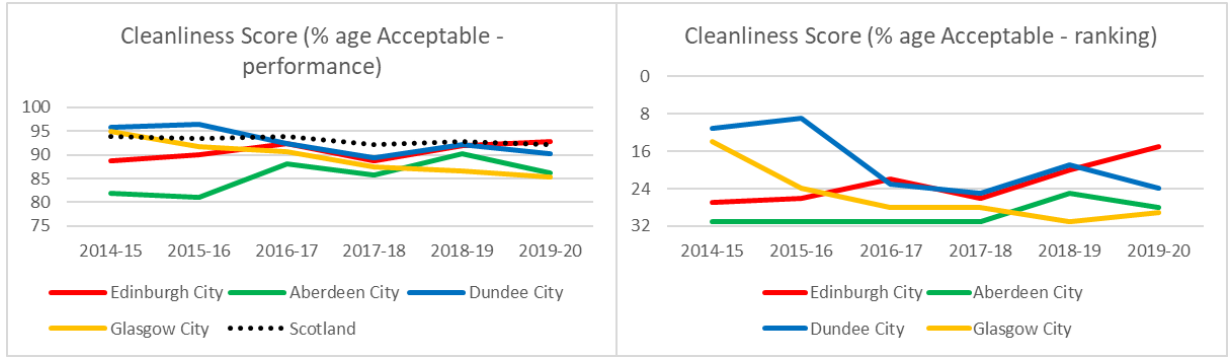
74. Satisfaction with refuse collection in Edinburgh has increased slightly in both performance and ranking but remains the lowest of all four cities. Whilst Edinburgh has shown slight increases in satisfaction over the last two years (from 63.33 to 64.6%), the Scottish average continues a 2% decline each year (from 78.67 to 74.30 over the same time period 2015-18 to 2017-20). This indicator shows average satisfaction level over 3 years (2017 to 2020) so changes in satisfaction levels following the introduction of a new individual bin collection service introduced in Autumn 2019 are only now beginning to be reflected in the data.

75. Edinburgh's costs and ranking for street cleaning have improved slightly in 2019/20 to £23,298 from £23,733 in 2018/19 and ranking to 30 from 31 in 2018/19 but are still more expensive than the other cities except Glasgow.

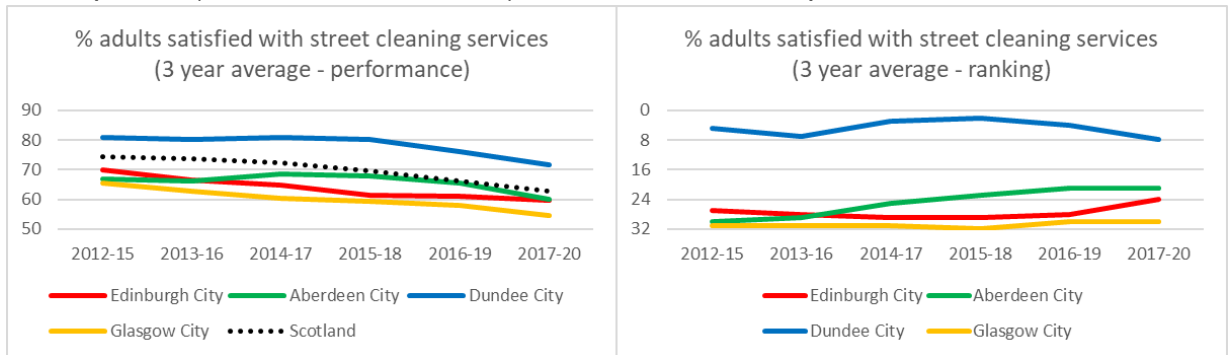


76. Edinburgh's performance and ranking for street cleanliness score have improved considerably over the last 3 years and are now the best of the four cities at 92.88

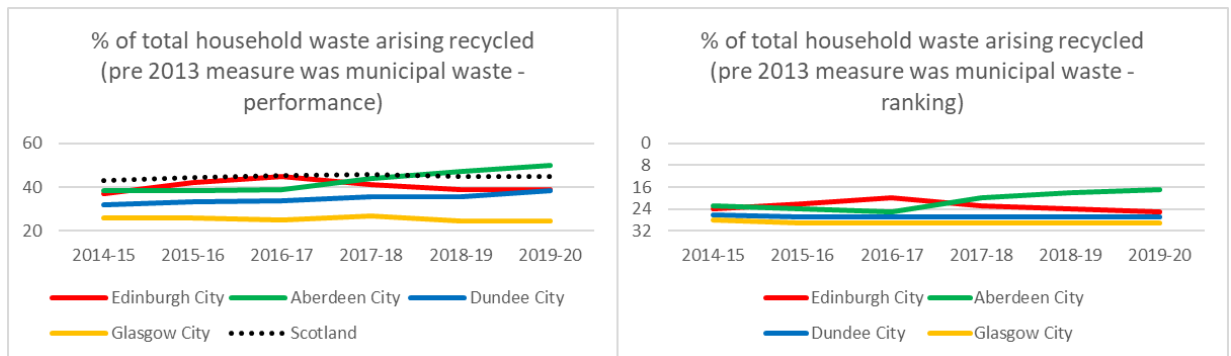
from 92 in 2018/19.



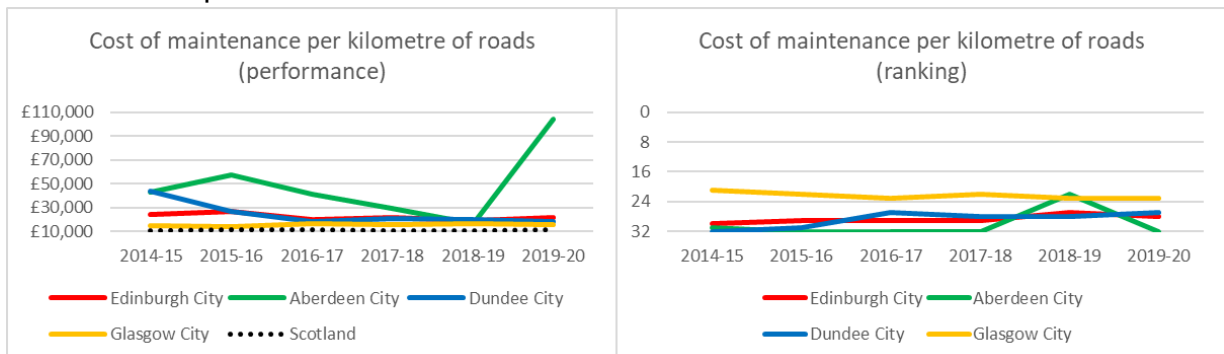
77. Satisfaction with street cleaning in Edinburgh has decreased slightly in performance, but ranking has risen and remains above Glasgow. Whilst Edinburgh has shown slight decreases in satisfaction (less than 1%) over the last two years (from 61.33% to 59.8%), the Scottish average shows a greater decline over the same period (from 69.67 to 62.63%) over the same time period.



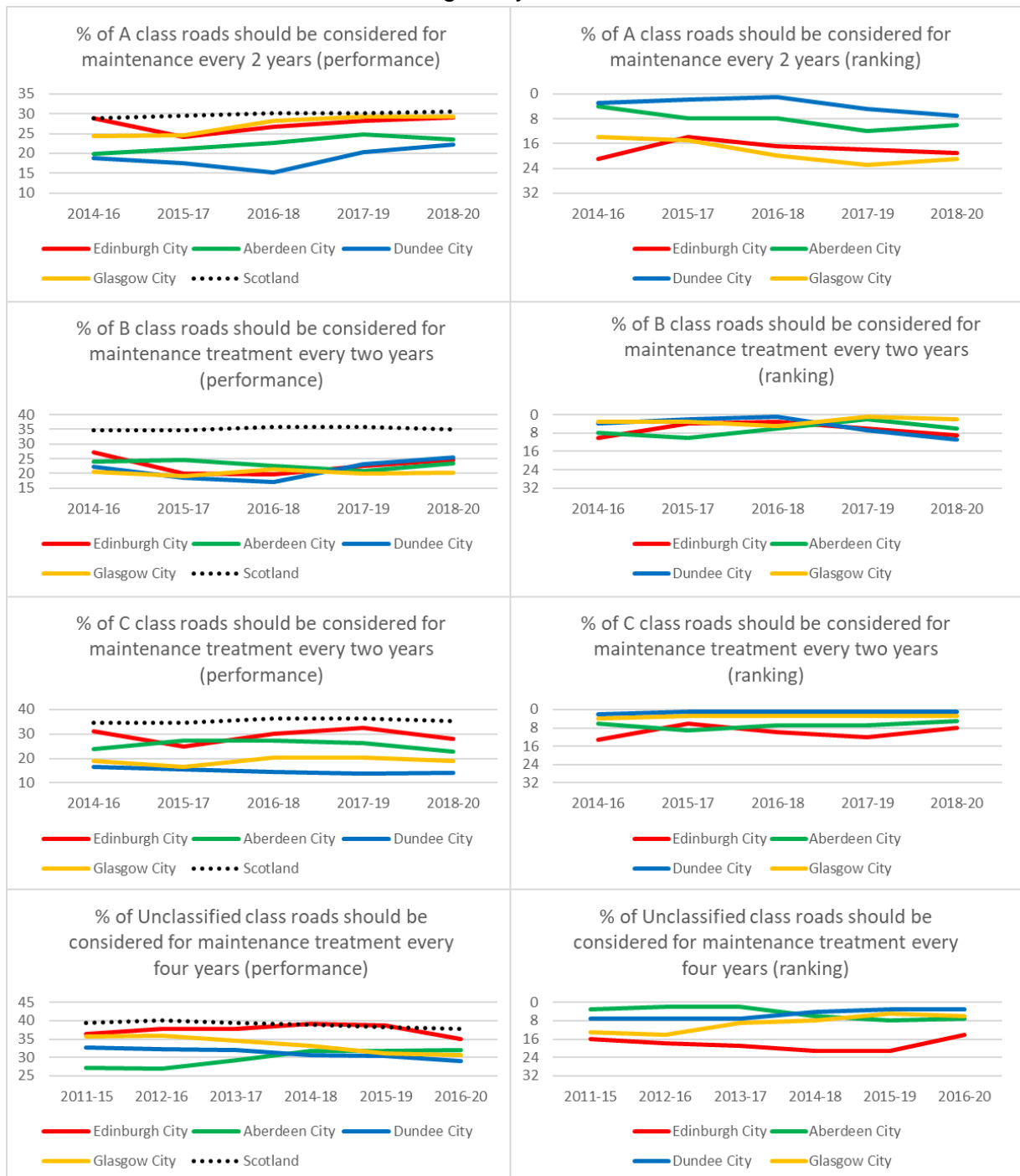
78. Although Edinburgh's household waste recycling rate has reduced to 38.62% in 2019/20, it is the second-best rate of the four cities but below the Scottish average of 44.85%.



79. The cost to maintain the road network has remained relatively stable in Edinburgh, at around £20,500, for the last six years which is a similar patten to the other three cities except for Aberdeen in 2019/20.



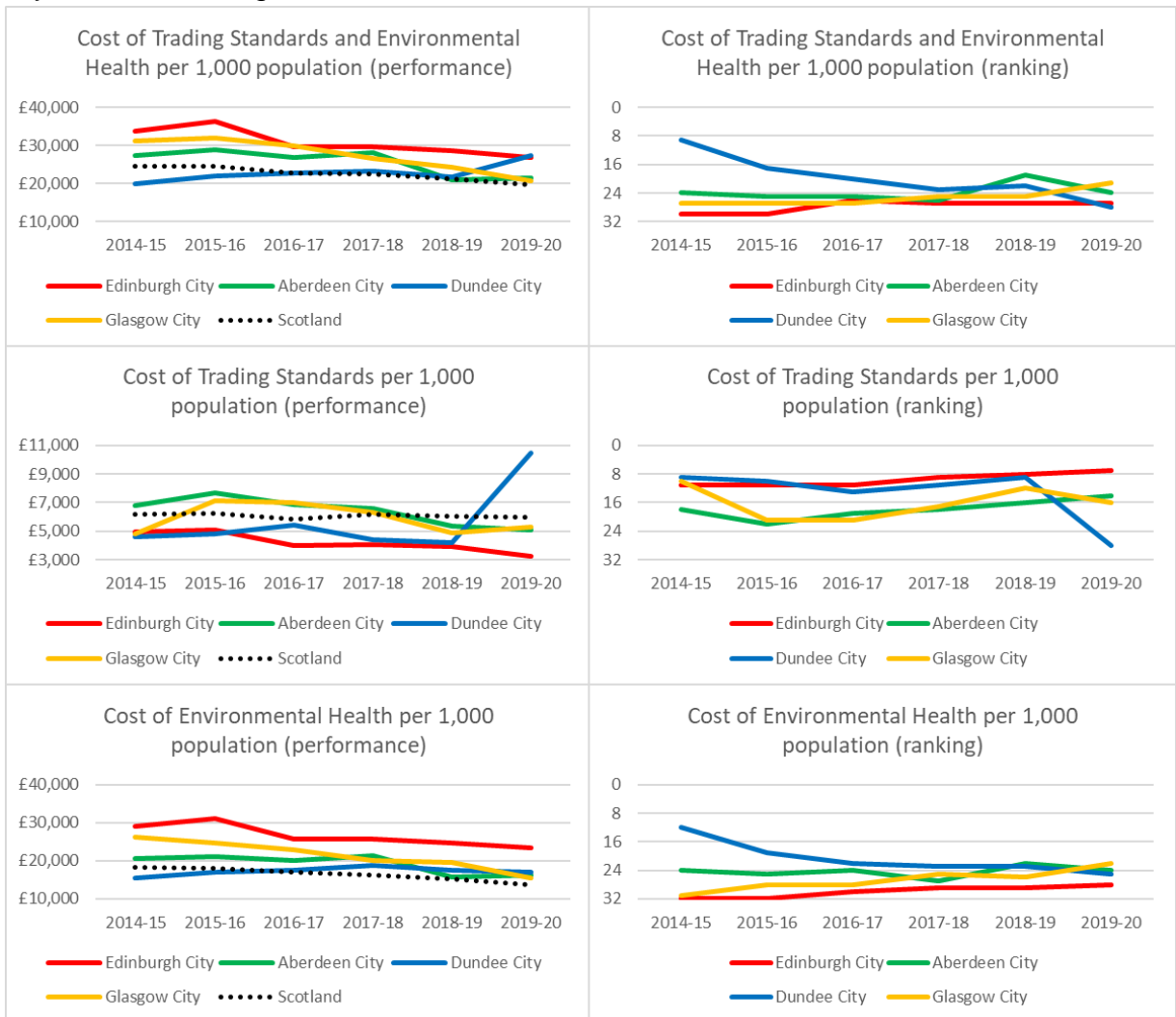
80. The % of Edinburgh's road across A, B and C classes requiring maintenance treatment sits consistently below the Scottish average for the past five years. This is the same of the other three cities.
81. For B class roads, Edinburgh continues to sit 10% below the Scottish average.
82. The % of unclassified roads in Edinburgh requiring maintenance treatment, at 35.10%, returns to below the Scottish average in 2019/20 at 35.10% after being above for the two previous years (2017/18 and 2018/19). Edinburgh's ranking has risen to 14 which is the best ranking in 9 years.



83. Edinburgh's costs for Trading Standards and Environmental Health has continued to fall over the last 3 years from £29,742 in 2017/18 to £26,745 in 2019/20 and follows the same downward trend as the Scottish average. Our ranking remains static at the lower end of the four cities.



84. Edinburgh's costs for Trading Standards has continued to fall over the last 4 years and ranking is the best of the four cities and at 7 for 2019/20, sits in the top quartile.
85. Edinburgh's costs for Environmental Health has continued to fall over the last 4 years but ranking is the lowest of the four cities.



## Housing

86. There are five LGBF indicators that relate to the efficiency and effectiveness of Housing services.

87. For comparative ranking we have improved in 1, declined in 3 and maintained our ranking in 1. For performance we have improved in 3 and declined in 2.

### National trend analysis (extract of national overview report)

88. Councils continue to manage their housing stock well. Since 2010/11, the average time taken to complete non-emergency repairs has reduced by 28%, from 10.1 days to 7.3 days. Rent lost to voids has also reduced across this period, from 1.3% to 1.1%. However, since 2017/18 the % of rent lost has begun to increase.

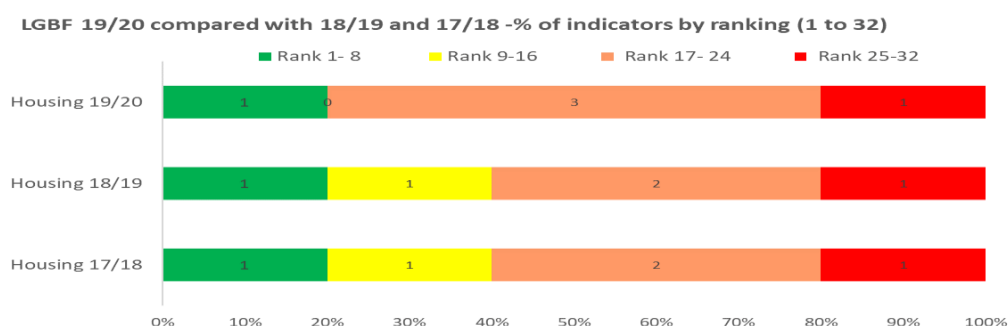
89. There have been consistent and significant improvements in terms of housing standards, with 95% of properties now meeting SHQS. Energy efficiency has also continued to improve, with the percentage of council dwellings that are energy efficient rising by 29 percentage points, from 65% to 84% between 2015/16 and 2019/20. (Note, to reflect new energy efficiency standards, the LGBF now uses the Energy Efficiency Standard for Social Housing (EESH) as a reference).

90. At the same time, the continued rate of growth in tenants' rent arrears from 5.6% to 7.3% between 2013/14 and 2019/20 reveals evidence of the increasing financial challenges facing both housing residents and councils alike. In 2019/20, this rate stabilised for the first time since 2013/14.

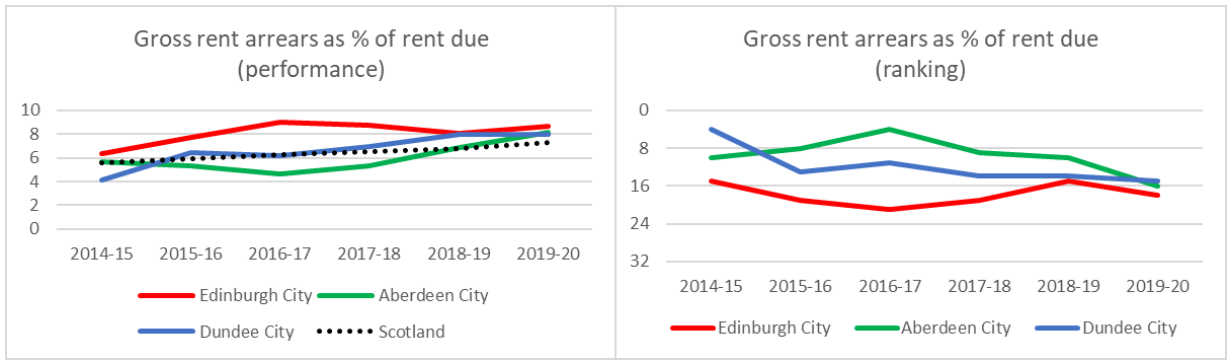
### Housing - 2019/20 Edinburgh indicator data

91. The proportion of Housing indicators that are ranked in the top two quartiles (so above the national average) has fallen in the last year as shown in the chart below.

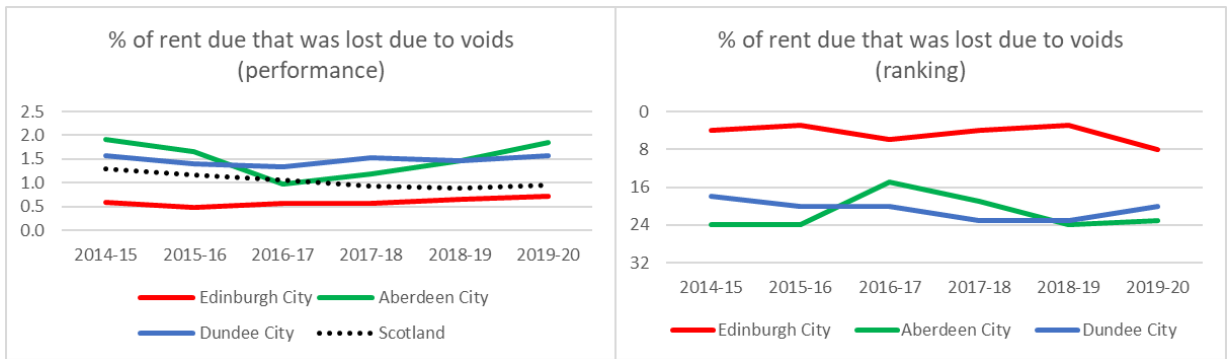
**Chart 7: 2019/20 Ranking quartiles for Edinburgh with two comparable urban cities**



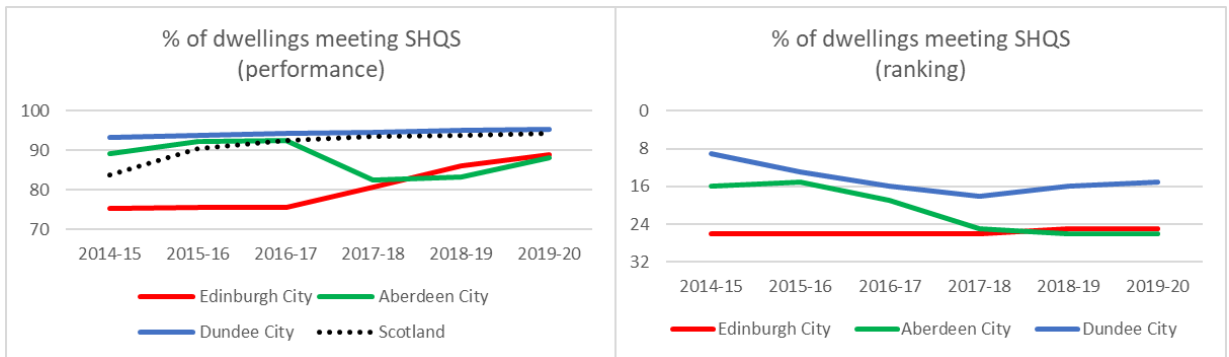
92. After showing decreases in Rent arrears as a % of rent due for the past two years, Edinburgh shows a slight rise in 2019/20. All three cities are above the Scottish average. Edinburgh's ranking declined from 15 to 18.



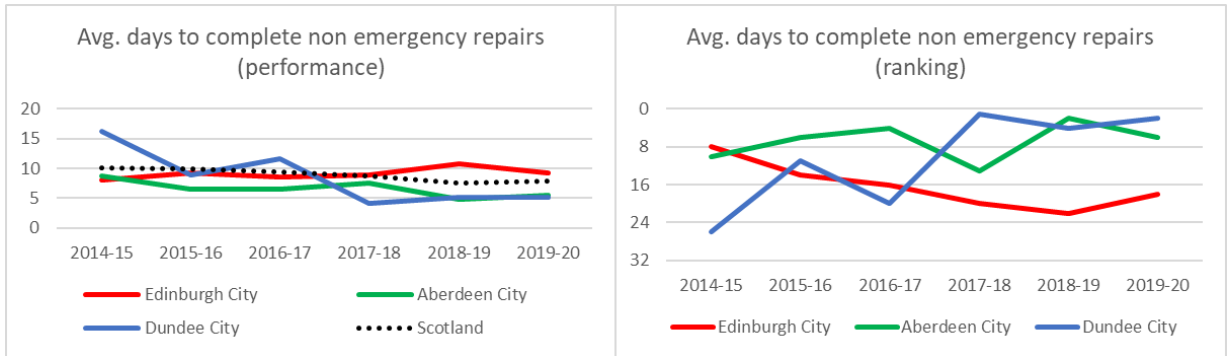
93. Void rent loss increased slightly in Edinburgh to 0.71% in 2019/20 from 0.65% in 2018/19, but performance is still below the Scottish average and is the best performance and ranking of the three cities.



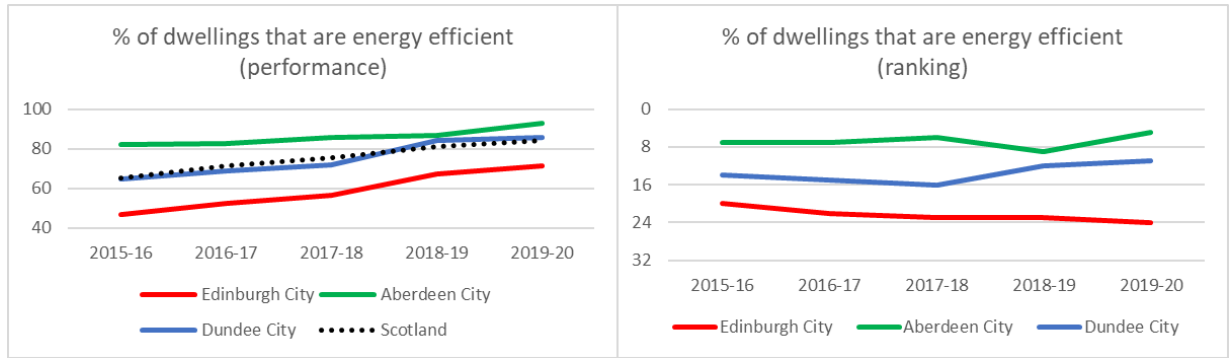
94. % of dwellings meeting SHQS has increased steadily over the last 5 years (from 75% in 15/16 to 89% in 2019/20) and matches Aberdeen's performance since 2017/18. Edinburgh is still below the Scottish average and the other city of Dundee.



95. There is an improvement on 2018/19 performance for completion of non-emergency repairs, but Edinburgh, at 9.17 days, is still above the Scottish average (of 7.8 days) and has the highest number of days of the three cities.



96. There has been steady performance over the last 5 years in % of dwellings that are energy efficient, but Edinburgh is still below the Scottish average and has the lowest performance and ranking of the three cities who have a Housing service.



## Economic Development and Planning

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97. There are ten LGBF indicators that relate to Economic Development and Planning.
98. For comparative ranking we have improved in 4, declined in 3 and maintained our ranking in 3. For performance we have improved in 4 and declined in 6.

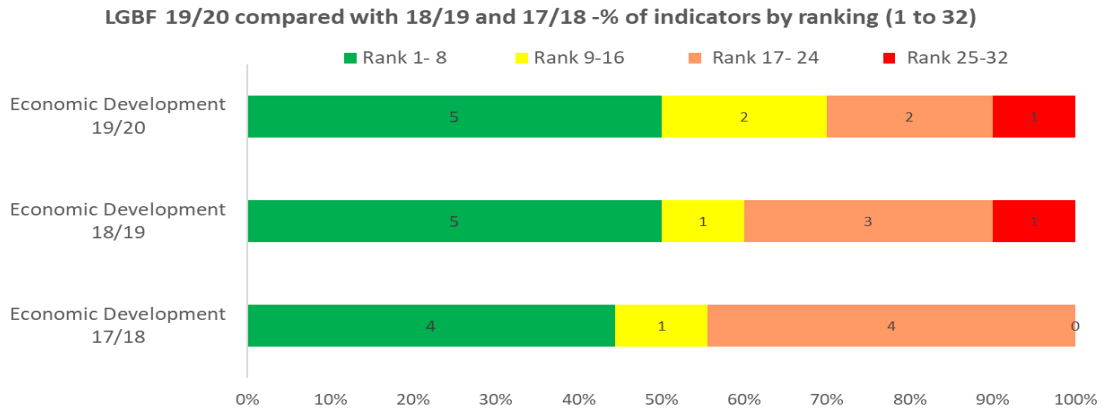
### **National trend analysis (extract of national overview report)**

99. Economic development and tourism expenditure have increased by 10% since 2010/11. This growth is driven by significant capital expenditure across this period reflecting the regional economic growth agenda. This has grown by 121% since 2010/11 but reduced by 22% in 2019/20. Capital expenditure now forms 42% of total economic development expenditure, compared to 21% in 2010/11. Since 2010/11, revenue expenditure has fallen by 19.7%, although has increased by 11.6% in 2019/20.
100. In terms of infrastructure for business, there is a 25% improvement in terms of efficiency in processing business and industry planning applications, reducing from 14 weeks to 10.5 weeks between 2012/13 and 2019/20. However, in 2019/20 this has shown a 16% increase, from 9 weeks to 10.5 weeks.
101. The cost per planning application has risen by 4.5% since 2010/11 but reduced by 3.6% in 2019/20. Across the period, the number of planning application received by local authorities has declined by 29%, including a 2.5% reduction in 2019/20. Meanwhile expenditure on planning has reduced by 26% since 2010/11, including a further 6% in 2019/20. Planning has seen some of the largest reductions in expenditure of all service areas.
102. Town vacancy rates have remained relatively stable across the period through challenging economic times, with figures currently at 11.7%. There has been a 23 percentage point increase in the availability of immediately available employment land, from 12.9% to 36.2% since 2014/15, but declining slightly in the 3 most recent years.
103. There has been continuous year-on-year improvement in the access to superfast broadband, now reaching 93% of properties.
104. The Business Gateway start-up rate has reduced from 19% to 16.4% across the period.
105. Councils continue to spend over 25% of their procurement on local enterprises. This has increased over recent years, to 28.5% in 2019/20. Given the pressures on council budgets this is a positive outcome as it suggests that the drive to reduce costs has not resulted in local enterprises being displaced by national suppliers of goods and services.

### **Economic Development – 2019/20 Edinburgh indicator data**

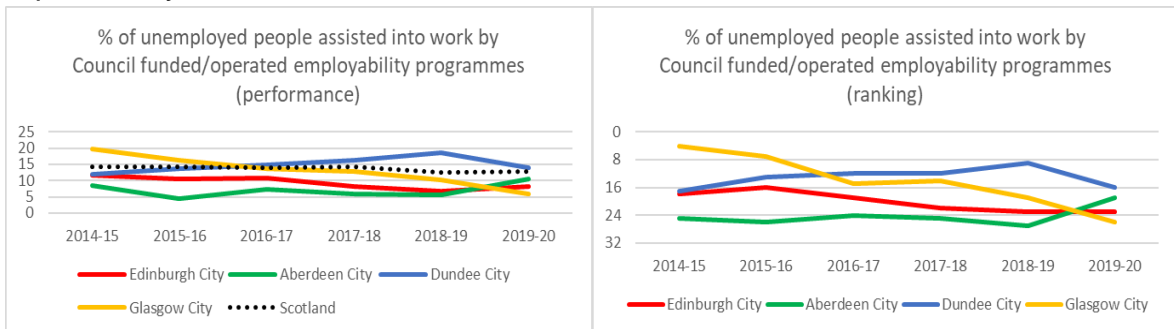
106. The proportion of Economic Development indicators that are ranked in the top two quartiles (so above the national average) increases in the last two years as shown in the chart below.

**Chart 8: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**

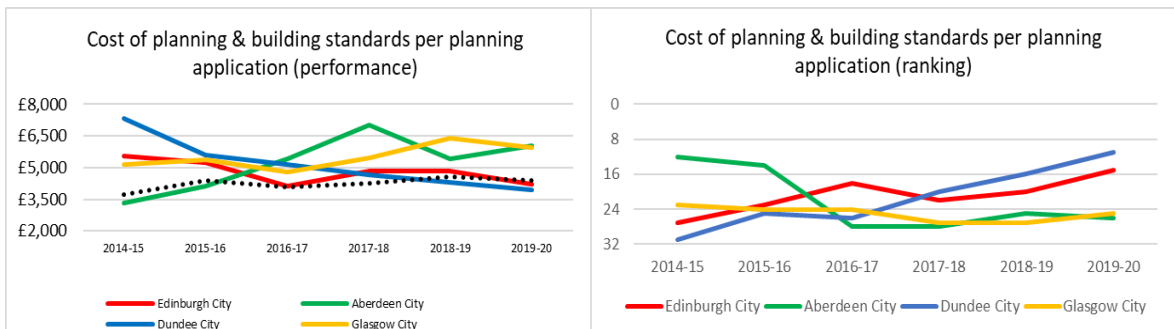


107. The indicators are part of the annual return to the Scottish Local Authorities Economic Development Group (SLAED) and it is widely recognised that Local Authorities are not responsible for delivering all of these services and performance cannot always be attributed to the actions taken by them.

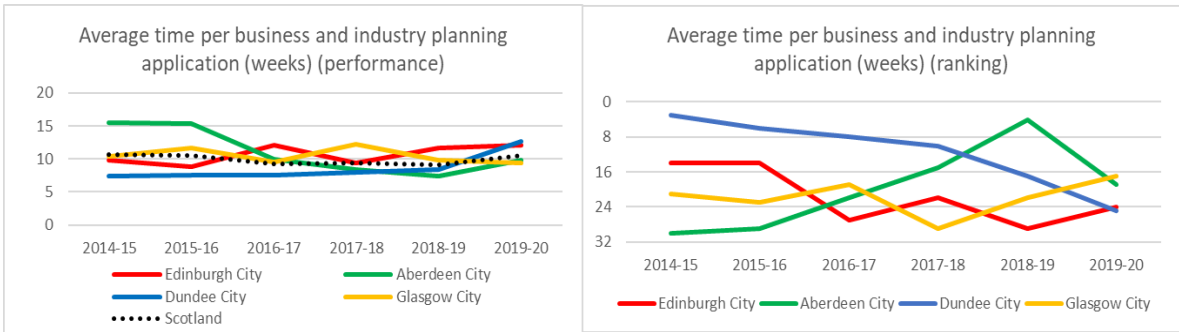
108. Performance in relation to % of unemployed people assisted into work by Council funded/operated employability programmes improved in 2019/20 but remains below the Scottish average. Ranking at 23, remained the same as the previous year.



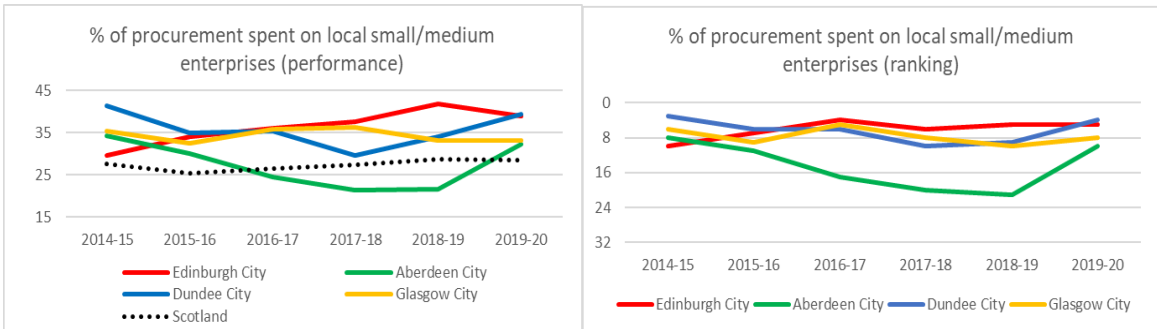
109. The Cost of planning & building standards reduced from £4,848 in 2018/19 to £4,194 in 2019/20 and is now below the Scottish average. Edinburgh's ranking continues to rise and sits in the second top quartile at 15 in 2019/20 from 20 in 2018/19.



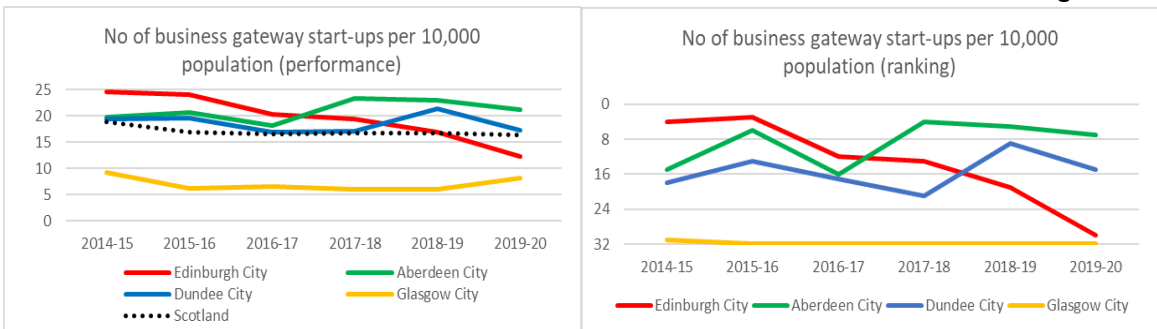
110. The average number of weeks to process business and industry planning applications increased slightly (to 12.64 weeks) and Edinburgh remains above the Scottish average (10.5 weeks). However, our ranking has risen from 29 to 24.



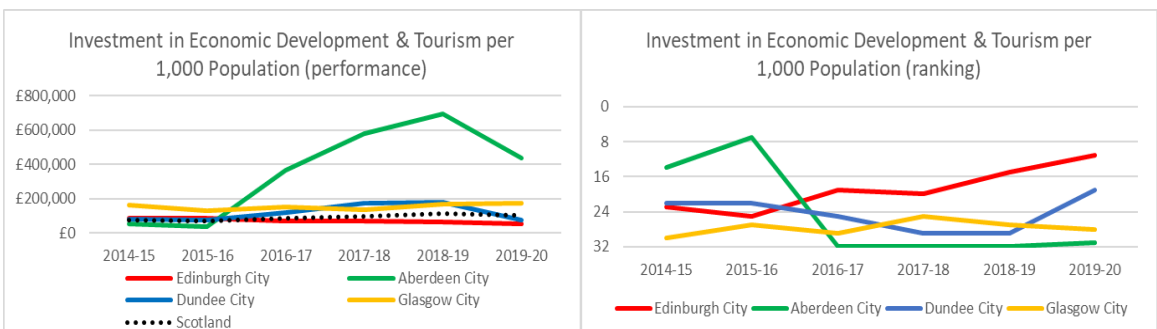
111. Edinburgh's performance in % of procurement spent on local small/medium enterprises decreased slightly and is marginally behind Dundee but still well above the Scottish average. Ranking remains at 5 and consistently in the top quartile since 2015/16.



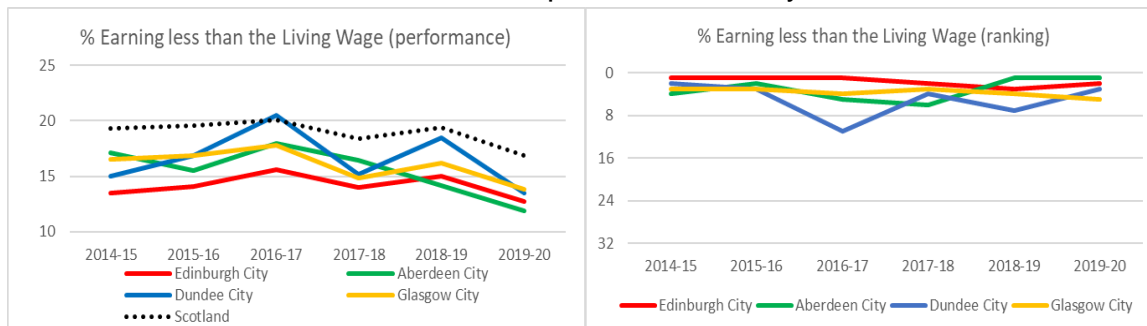
112. The number of business gateway start-ups per 10,000 population in Edinburgh continues to fall at a greater rate than Aberdeen and Dundee. Edinburgh has fallen below the Scottish average for the first time but remains ahead of Glasgow. Edinburgh's ranking has declined to 30 from a high of 3 in 2015/16. Similar to the national trend, Edinburgh diverted Business Gateway support to early stage growth companies who had the potential to innovate and create high value jobs. This coupled with a focus on providing a better 'self-help' service, enabling more potential start-ups to find the information they need without Advisor intervention means that recorded numbers have been decreasing.



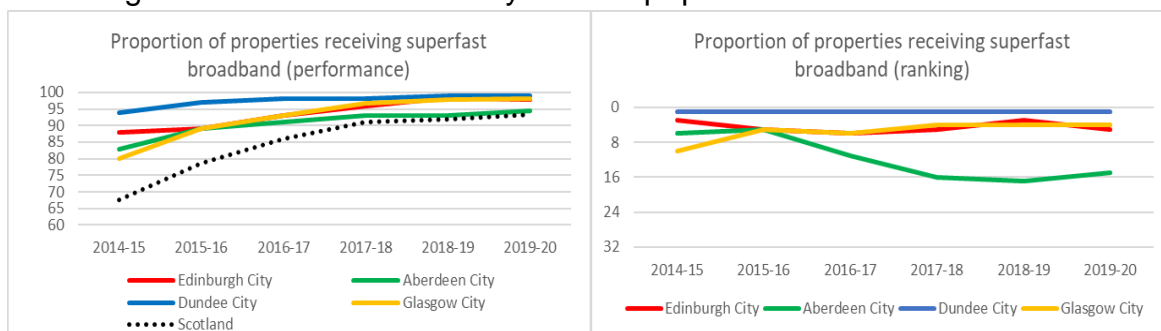
113. Investment in Economic Development & Tourism per 1,000 Population in Edinburgh has reduced steadily over the last 5 years but our ranking has risen to 11 in 2019/20 from 15 in 2018/19.



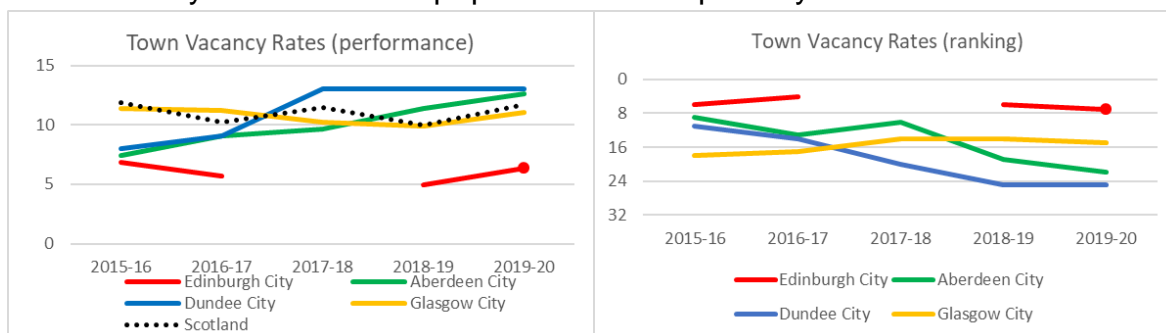
114. Performance in % Earning less than the Living Wage continues to improve in Edinburgh with only Aberdeen outperforming us out of the 4 cities. Edinburgh consistently sits below the Scottish average by around 4% (for 2019/20, Edinburgh was 12.7 compared to the Scottish average of 16.9). Edinburgh now ranks 2 and have remained in the top 3 for the last 6 years.



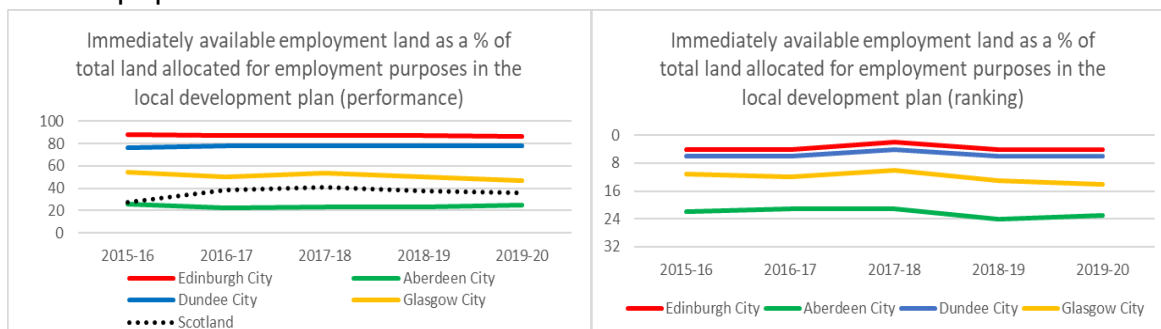
115. The trend across Scotland of the proportion of properties receiving superfast broadband has grown exponentially to 93.27% from 78.62% in 2014/15. Edinburgh has shown a continued steady increase in performance and our ranking has remained consistently in the top quartile.



116. Vacancy rates in Edinburgh increased slightly in 2019/20 but remain the lowest of the four cities and well below the Scottish average. Edinburgh is consistently ranked in the top quartile over the past 5 years.



117. Immediately available employment land has remained relatively static across all four cities over the last 6 years. Edinburgh's performance remains over 50% better than the Scottish average and ranking remains 4 and consistently in the top quartile.





## Culture and Leisure Services

118. There are eight LGBF indicators that relate to the efficiency Culture and Leisure services.
119. For comparative ranking we have improved in 3, declined in 4 and maintained our ranking in 1. For performance we have improved in 5 and declined in 3.

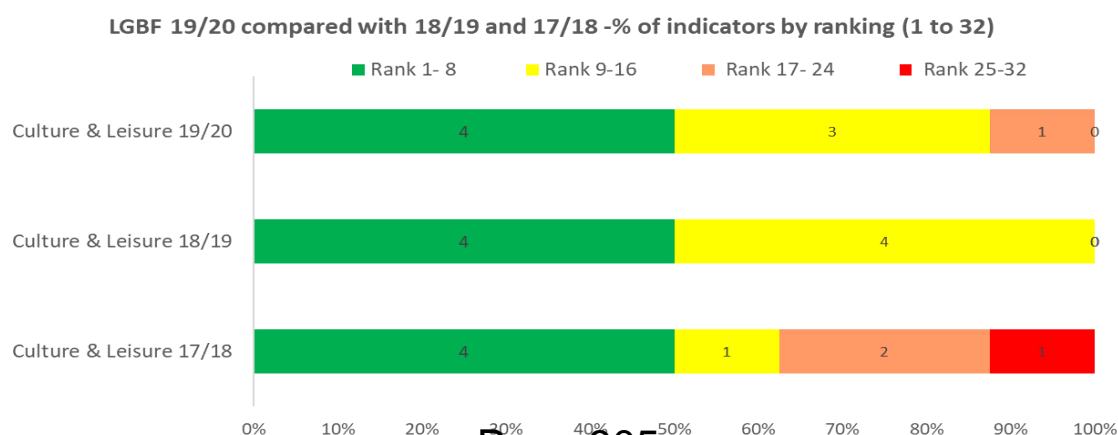
### National trend analysis (extract of national overview report)

120. There has been a real reduction in spend of 26.5% since 2010/11, leisure and cultural services have sharply increased their usage rates, partly driven by the expansion in digital provision, and reduced their costs per use. During this time the substantial increases in visitor numbers across sports (14%), libraries (41%), and museums (35%) have resulted in unit cost reductions of 35%, 50% and 34% respectively.
121. In the past 12 months, there has been a further 3.3% real reduction in spend, marking 8 years of reducing spend on culture and leisure services. Attendances to libraries and museums are still on the rise over the last 12 months, by 1.3% and 4% respectively, leading to a further reduction in cost per use. However, sports facilities have seen a 4.5% drop in attendances over the same period which moderates the effect of 3.2% reduction in spend and has resulted in a 1.3% increase in cost per attendance at sport facilities.
122. Public satisfaction rates have fallen for all culture and leisure services since 2010/11, except for parks and open spaces. Since the base year, satisfaction with libraries has reduced by 12 percentage points, museums and galleries by 7 percentage points, and leisure facilities by 7 percentage points. However, for the first time since 2010, satisfaction rates showed improvement in 2019/20, by 1.2 percentage points for libraries, 0.6 for parks and open spaces and 1.6 for museums and galleries.

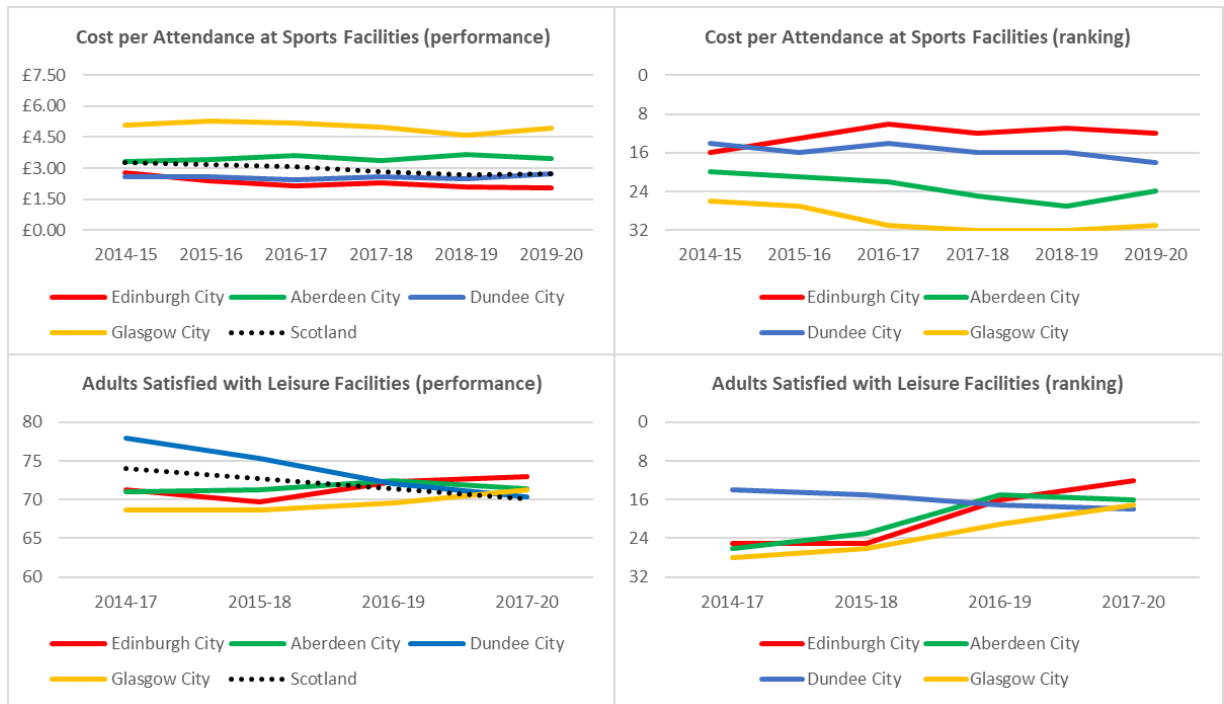
### Culture and Leisure Service – 2019/20 Edinburgh indicator data

123. Almost all the Culture and Leisure indicators are ranked in the top two quartiles (so above the national average) for the last two years as shown in the chart below.

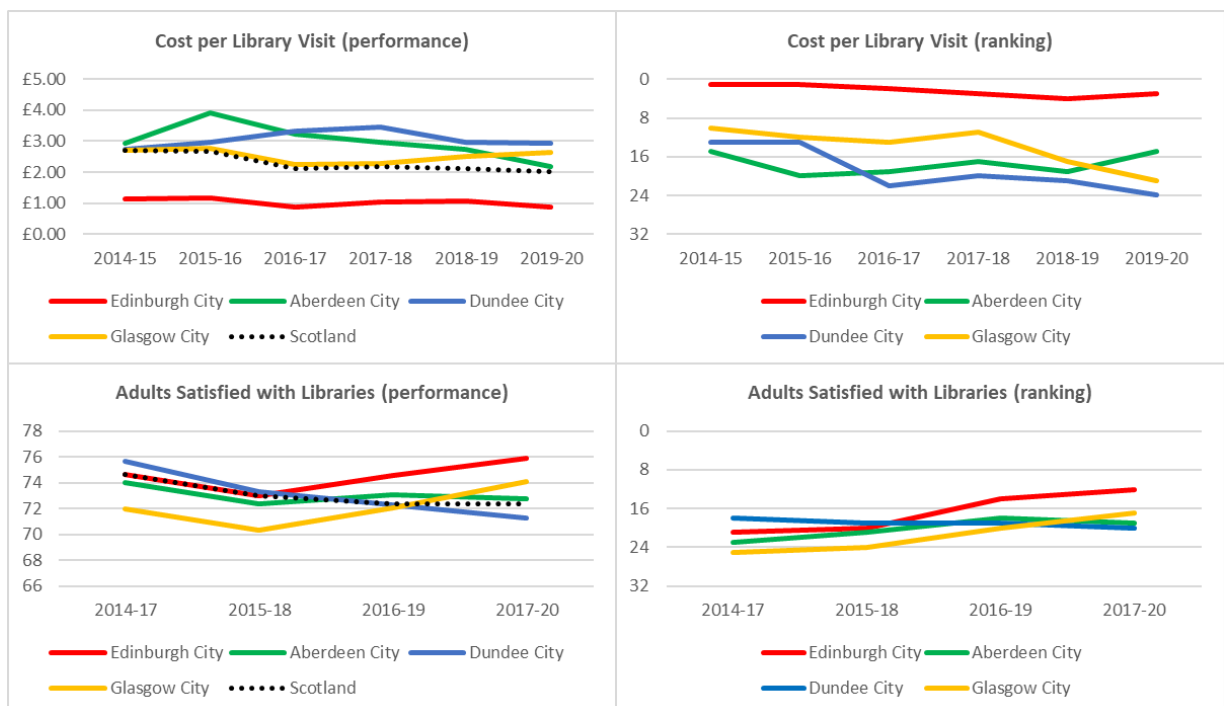
**Chart 9: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**



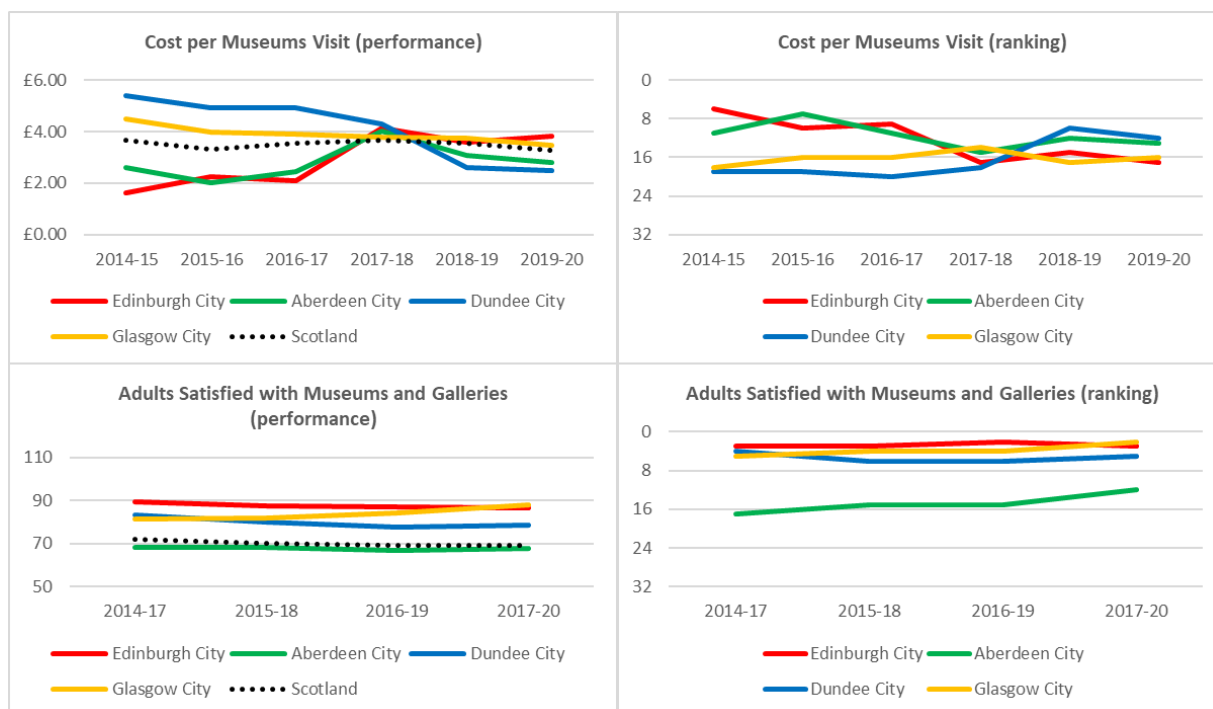
124. The cost to attend sports facilities in Edinburgh continues to show value for money and Edinburgh is performing and ranking best of all cities and below the Scottish average. Satisfaction with leisure facilities has increased over the last 5 years, and Edinburgh now leads performance in the four cities. Satisfaction is also above the Scottish average. Our ranking has risen from 25 to 12.



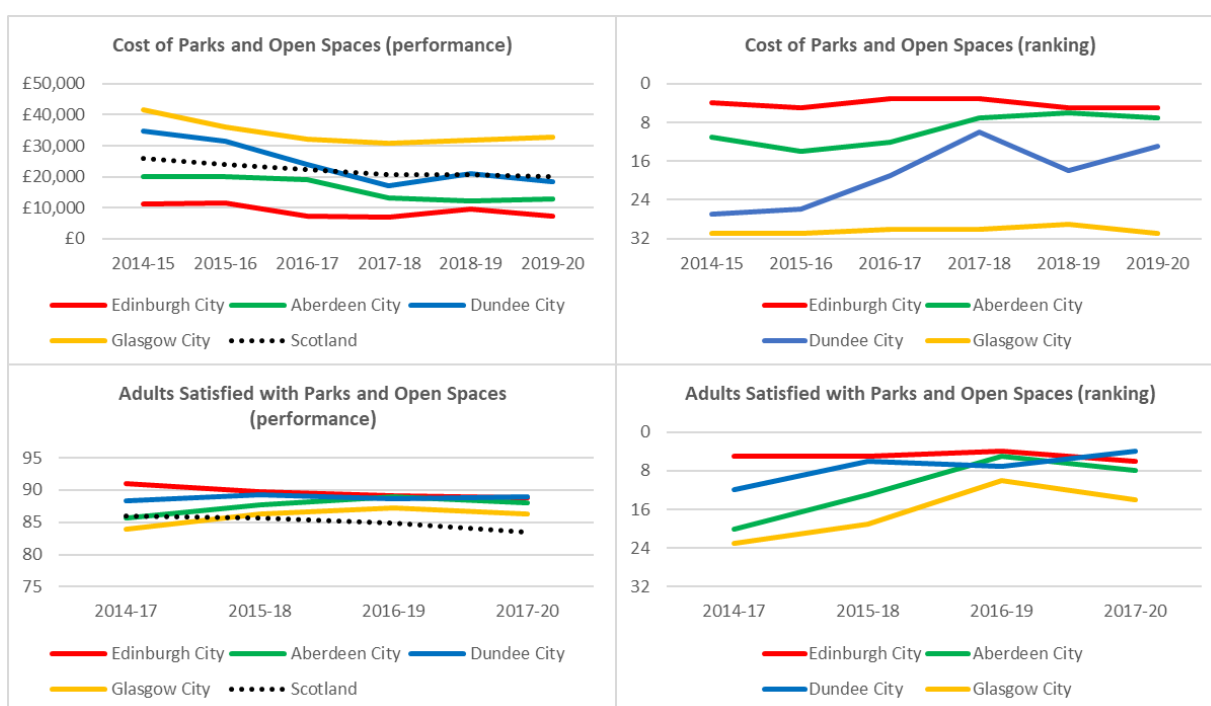
125. The cost to visit Libraries in Edinburgh continues to show value for money and Edinburgh shows the best performance and ranking of all four cities and is considerably below the Scottish average. As well as being cost efficient, there has been steady increase in satisfaction with Libraries in Edinburgh over the last 5 years, which is highest of the four cities and our ranking has risen from 20 to 12 over that time.



126. The cost to visit museums in Edinburgh is now the most expensive of the four cities and above the Scottish average. While satisfaction with Museums and Galleries has decreased slightly over the last 5 years, Edinburgh remains comparable with Glasgow with satisfaction well above the Scottish average. Edinburgh ranks consistently in the top quartile.



127. The cost of parks and open spaces in Edinburgh is still the most cost effective of all the four cities and is less than half the Scottish average. While satisfaction with parks and open spaces has decreased slightly over the last 5 years, Edinburgh remains comparable with Aberdeen and Dundee with satisfaction well above the Scottish average. Edinburgh ranks consistently in the top quartile, 5 for the last 2 years.



## Financial Sustainability

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128. This is a new section focusing on Council's financial sustainability and covers three areas:
- a. Reserves - giving an indication of how councils are placed to meet unforeseen events (2 indicators)
  - b. Cost of borrowing - highlighting the revenue implications of existing and proposed capital expenditure (2 indicators)
  - c. Budget management - giving an indication of financial management to ensure spending is accurately forecast and monitored within the year (1 indicator)
129. The five indicators are:
- d. Total useable reserves as a % of council annual budgeted revenue
  - e. Uncommitted General Fund Balance as a % of council annual budgeted net revenue
  - f. Ratio of Financing Costs to Net Revenue Stream - General Fund
  - g. Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account
  - h. Actual outturn as a percentage of budgeted expenditure

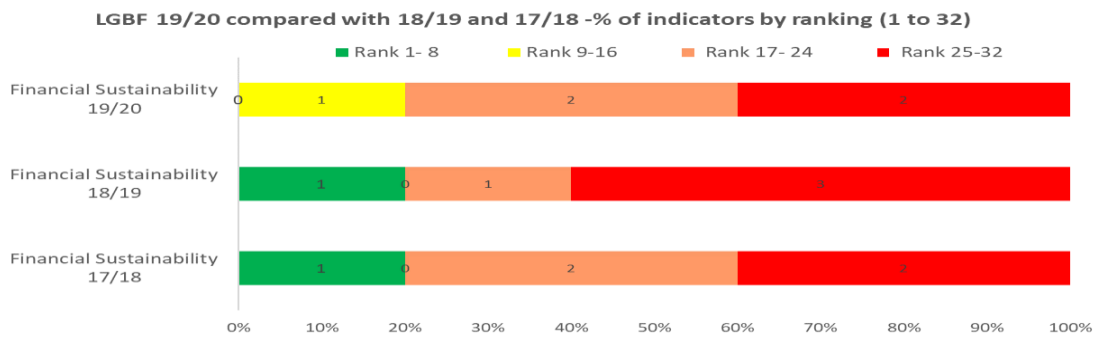
### **National trend analysis (extract of national overview report)**

130. From 2013/14, the proportion of income councils held in reserves has increased from 15.8% to 16.9%, showing that councils have added to their usable reserves across the period.
131. Uncommitted General Fund Balance as a % of council annual budgeted net revenue has remained stable at around 4%, and is currently 3.8%, within the approved rate for such balances of 2% to 4%.
132. The proportion of council revenue income being used to service debt has fallen from 8.5% to 7.2% since 2013/14 (and from 25.9% to 22.6% for HRA). Factors driving this are likely to be implementation of the 2016 Loans Fund regulations which allowed the re-profiling of principal repayments over a longer period thus reducing the annual loan charges. Effective borrowing, reduced interest rates and possible reduced capital investment may also be factors.
133. Actual outturn as a percentage of budgeted expenditure has remained between 99% and 100% since 2013/14, showing slight but steady improvement across the period.

### **Financial Sustainability – 2019/20 Edinburgh indicator data**

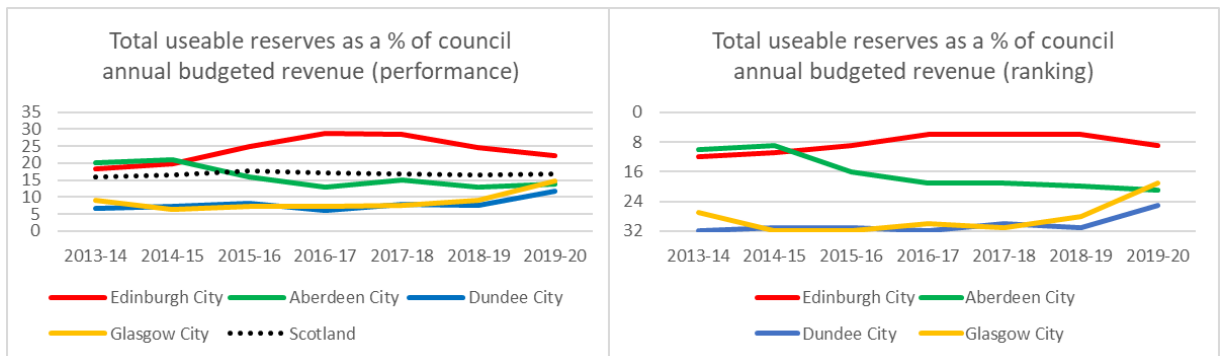
134. The rankings of the Financial Sustainability indicators are shown in the chart below.

**Chart 10: 2019/20 Ranking quartiles for Edinburgh with three comparable urban cities**

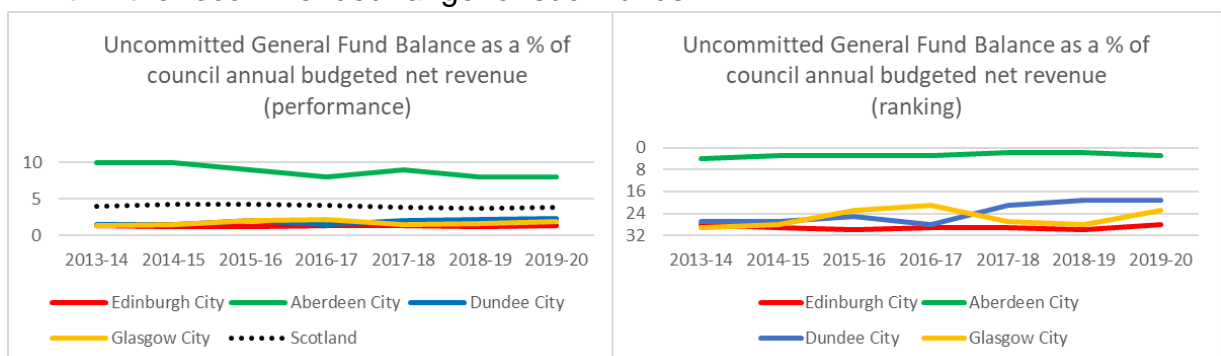


135. As this is the first year this data has been included in the LGBF dataset, the full timeseries is shown in the charts below.

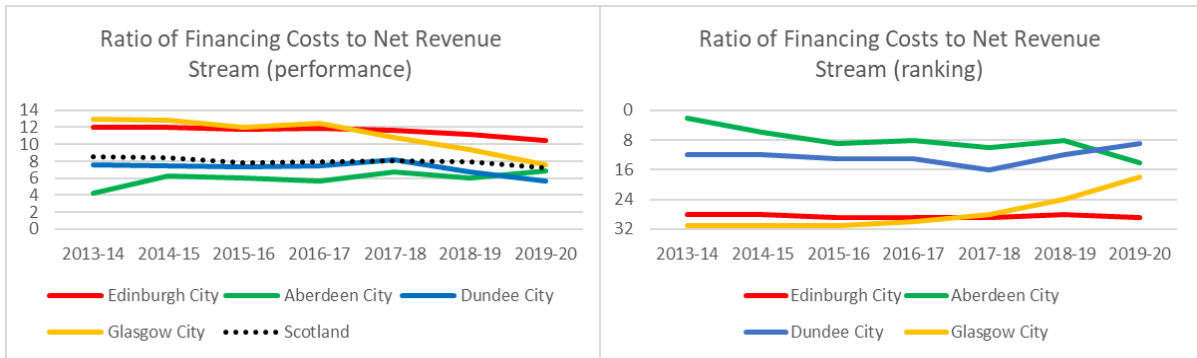
136. The total useable reserves as a % of council annual budgeted revenue indicator is ranked with closest to the median as 1 and furthest away as 32. Edinburgh shows a consistent higher proportion of Total Useable reserves as a proportion of council annual budgeted revenue than the other three cities and is above the Scottish Median.



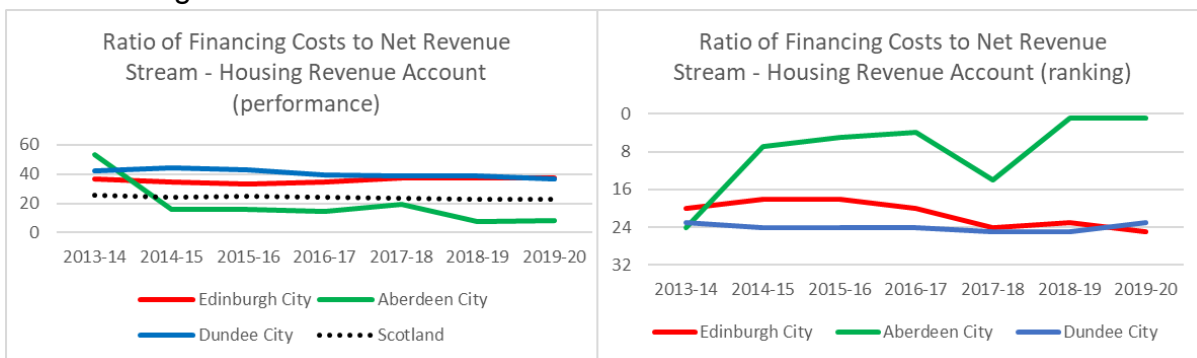
137. The Uncommitted General Fund Balance as a % of council annual budget net revenue indicator is ranked by closest to the approved rate for such balances of 2% to 4% (as recommended by Audit Scotland). All Councils that fall between 2 – 4% were given the rank of 1 with remaining Councils ranked using variance from this. Edinburgh, along with Glasgow and Dundee, shows a low level of Uncommitted General Fund Balance as a % of council annual budget net revenue, and is below the Scottish figure. As part of a wider realignment of the Council’s reserves approved in February 2021, however, the level of uncommitted balances has subsequently been increased from £13m to £25m and thus falls within the recommended range for such funds.



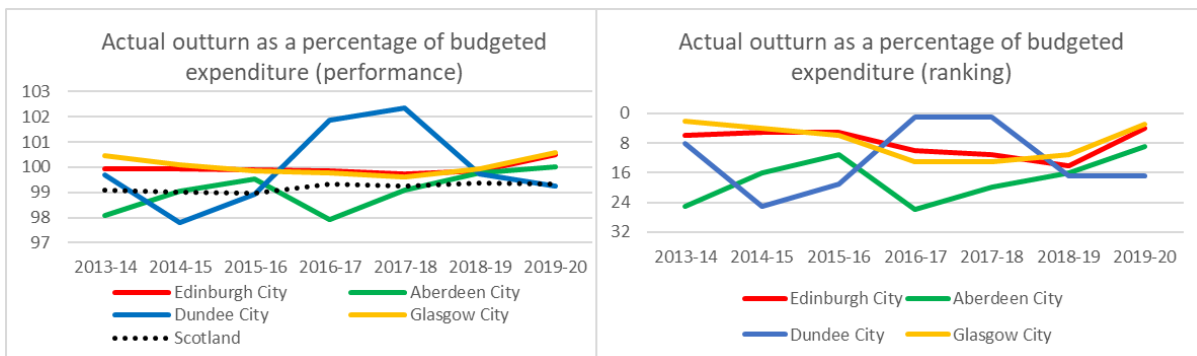
138. Edinburgh's ratio of Financing Costs to Net Revenue stream shows a gradual downward trend but remains above the Scottish figure. These costs are, however, fully reflected within the Council's budget framework.



139. Edinburgh's ratio of Financing Costs to Net Revenue stream (housing revenue account) has been level for the last three years and remains above the Scottish figure.



140. Edinburgh consistently shows close alignment between actual outturn and budgeted expenditure reporting performance between 99.75% to 100.48% across the timeseries.



## Tackling Climate Change

141. This is a new section focusing on how Councils are tackling climate change.

142. Initially this section includes two high level indicators, but more indicators will be added to this section in future datasets. Data has been backdated to 2010/11 with the latest data available for 2018/19.

### National trend analysis (extract of national overview report)

143. Given the significance of this major policy agenda for local government, work is underway to identify a suite of measures which could support Local Government in its efforts to contribute to national carbon reduction targets. As a starting point, two high-level measures on total CO2 emissions have been included this year – CO2 area wide emissions, and CO2 area wide emissions within scope of local authorities.

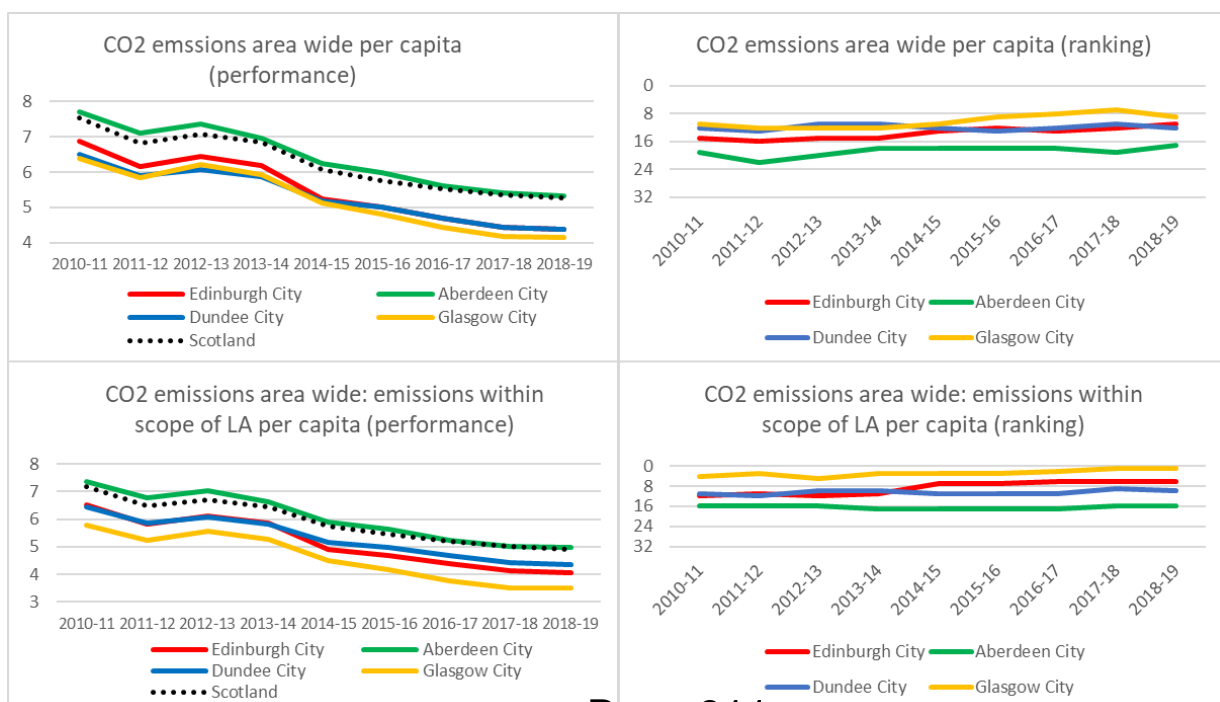
144. The area wide and within scope CO2 emissions measures follow a similar trend between 2010/11 and 2018/19, revealing a reduction in emissions of around 30%. Variation between authorities is significantly wider for area wide emissions (0.7 to 14.9) than for within scope emissions (3.5 to 7.9). Family Group analysis reveals a clear relationship with geography for within scope emissions, with rural authorities reporting significantly higher CO2 emissions. No such relationship is evident for area wide emissions.

### Tackling Climate Change – 2019/20 Edinbrough indicator data

145. Edinburgh is in the top two quartiles for both the Tackling Climate Change indicators for the latest two years data (2017/18 and 2018/19).

146. As this is the first year of this data, the full timeseries is shown in the charts below.

147. Edinburgh shows a gradual reduction in both CO2 area wide emissions, and CO2 area wide emissions within scope of local authorities and sits below the Scottish average alongside Dundee. Edinburgh's ranking shows a gradual rise across the timeseries for both indicators.



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# Policy and Sustainability Committee

10am, Thursday 10 June 2021

## 2030 Climate Strategy – Draft for Consultation

Executive/routine	
Wards	
Council Commitments	18

### 1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Approve for consultation the draft Edinburgh *2030 Climate Strategy; Delivering a Net Zero Climate Ready City* provided at Appendix I
- 1.2 Note the scope of the strategy is to set out strategic priorities for tackling climate change, alongside actions the Council and key city partners will take to realise the ambition of Edinburgh becoming a net zero and climate resilient city by 2030.
- 1.3 Note the actions in the strategy reflect involvement and commitment from key city partners and that the consultation period will be used to broaden and deepen this commitment in the development of an implementation plan.
- 1.4 Note that the final strategy will be brought back to Committee in September 2021, along with a supporting implementation plan and initial cost analysis in order to publish the strategy ahead of COP26.
- 1.5 Note that the Chairs of Edinburgh's Poverty and Climate Commissions will invite Commissioners to a joint session in July to consider the draft strategy and explore opportunities to support a just transition through its implementation.
- 1.6 Agree that the Climate Commission be invited to update the Policy & Sustainability Committee on its activity and provide views on the city strategy in August.
- 1.7 Agree the Council, as member of the Global Covenant of Mayors for Climate and Energy since 2011, renews its commitment by pledging to undertake the actions listed in the new Covenant of Mayors Commitment provided at Appendix II.

**Andrew Kerr**

Chief Executive

Contact: Andrea Mackie, Senior Policy and Insight Officer

E-mail: [andrea.mackie@edinburgh.gov.uk](mailto:andrea.mackie@edinburgh.gov.uk)

## 2030 Climate Strategy – Draft for Consultation

### 2. Executive Summary

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- 2.1 Delivering net zero emissions by 2030 and adapting to the impacts of climate change will require system-wide and transformational change across all sectors of the city. The draft 2030 Climate Strategy sets out actions for delivering this ambition at the same time as benefitting our citizens, economy and environment.
- 2.2 The 2030 Climate Strategy is for the whole city. It recognises the Council must take a leading role in co-creating a green, clean, and sustainable future for the City and ensuring a just transition to net zero, but it also recognizes the Council cannot do this alone.
- 2.3 The strategy has been developed following engagement with key city partners' – public, private and third sector organisations across all sectors who can have an impact on the city's emissions by reducing their own footprints or collaborating to unlock change.
- 2.4 The strategy does not seek to replicate all the individual organisational plans that exists to reduce emissions and tackle climate change. It does however, include actions and commitments from city partners that contribute to delivering the strategy, and actions to support citizens and businesses in making more sustainable choices.
- 2.5 The strategy provides the local and national policy context and sets out key principles and a proposed strategic city approach to tackling climate change. It includes a range of strategic actions, across the following priority areas:
  - 2.5.1 Engaging and Empowering Citizens to tackle climate change
  - 2.5.2 Net Zero, Climate Resilient Development and Growth
  - 2.5.3 Net Zero Heat and Energy and Energy Efficient Buildings
  - 2.5.4 Net Zero Emissions Transport
  - 2.5.5 Business and Skills in a Net Zero Economy
  - 2.5.6 Investing in Change
- 2.6 The strategy also makes a number of asks of Scottish Government, focused on those areas where the Council or the city does not have the powers, resources or levers to enable net zero action at the pace required.

- 2.7 Finally, the strategy sets out the city target and monitoring arrangements agreed by Committee on 20 April 2021, proposed governance arrangements, and an annex on potential approaches to off-setting, which will be explored with partners during the consultation period.
- 2.8 If approved, a twelve-week online consultation on the Strategy will be launched. Partner and citizen events, and workshops on key strategic issues within the Strategy will be held. The strategy will be reviewed in light of the responses to the consultation, events and workshops, and the finalised strategy will be presented to committee for approval in October 2021, enabling the strategy finalisation to coincide with COP26.
- 2.9 To support Council and city action on climate change, Edinburgh signed up to the Global Covenant of Mayors (GCoM) initiative in 2011 and pledged to reduce emissions by 20% by 2020. In 2020, the city has been awarded with the maximum of six badges under the scheme, recognising its climate mitigation and adaptation efforts. The 2020 target has now expired, and the Council is invited to renew its commitment as per the GCoM Commitment document in Appendix II. All new GCoM commitments are in line with existing Council commitments and it is recommended the Council renews its commitment.

### **3. Background**

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- 3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and set an ambitious target for Edinburgh to become a net zero city by 2030. In doing so, the Council recognises its leadership role in working with city partners on the climate agenda and in becoming a net zero organisation by 2030. As such, the Council has developed a [Council Emissions Reduction Plan](#) setting out how it will reduce its organisational emissions. A draft plan was approved by Committee on 20 April 2021 and a final plan will be brought back to Committee in November 2021.
- 3.2 Having set a city-wide ambition, the Council collaborated with the Edinburgh Climate Change Institute (ECCI), Edinburgh and Leeds Universities, and the Place-based Climate Action network (P-CAN) to understand the city's historic emissions, develop future emissions reductions trajectories, and analyse the economic case for the transition to net zero. [This work](#) was considered by Committee in October 2019 and has informed the development of the 2030 Climate Strategy.
- 3.3 The Council also undertook to work with P-CAN to set up and co-sponsor an Independent [Climate Commission for Edinburgh](#) at the beginning of 2020. The Commission has a remit to influence, provide constructive challenge and expertise to support city climate action. The Commission also has a role in acting as a 'critical friend' to public sector partners, challenging their climate action and supporting whole-system change by calling on wider city partners – including citizens and businesses – to take action on climate change.
- 3.4 The Council has engaged with the Climate Commission on the development of this strategy and the Commission will be invited to update Committee on its activities

and present its views on the strategy in August. The Council has also engaged with the Chair of [Edinburgh's Poverty Commission](#), and members of both Commissions will be invited by their respective Chairs to a joint session in July, where Commissioners will consider the draft strategy and explore opportunities to support a just transition to a low carbon future through the strategy's implementation.

- 3.5 In December 2020, the Council signed the [Edinburgh Climate Compact](#) launched by the Edinburgh Climate Commission, along with five other signatories representing the health, finance, construction, education, arts and culture sectors. Signatories pledged to deliver key commitments towards achieving the net zero target for the city. The compact features across the Strategy as an action to support businesses in identify net zero actions to priorities.

## 4. Main report

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- 4.1 Achieving net zero emissions and adapting the city to the impacts of climate change represents the greatest challenge of a generation. The 2030 Climate Strategy sets out priorities and actions for the system-wide change that will be needed across Edinburgh in order to secure a net zero, climate resilient city for future generations. The strategy therefore focuses on actions to both reduce emissions and to adapt the city to the impacts of unavoidable climate change.
- 4.2 While the Council has led the development of this strategy, it is a strategy for the city, requiring action by key city partners; that is, public, private and third sector organisations who can have an impact on the city's emissions by reducing their own footprints or collaborating to unlock change. The strategy includes commitments from many city partners as a result of a comprehensive programme of pre-engagement undertaken during the strategy's development. It is envisioned these commitments will be developed further during the consultation period and reflected in more detail in the implementation plan.
- 4.3 The Strategy recognises that citizen behaviour change and choices have a significant role to play, as do citizen's power to influence and demand action from others. The strategy addresses citizens specifically and makes asks of all citizens as well as of city partners and Scottish Government. Importantly, the strategy acknowledges that the Scottish Government, the Council and indeed all city partners need to do more to make sustainable choices for citizens the easiest and best choices to make and that citizens need access to supportive information and funding to take some of the actions identified.
- 4.4 In developing the strategy, our approach has been guided by five core principles, set out below
- 4.4.1 **Preventing future emissions and adapting to unavoidable climate change:** a preventative approach will be taken, aiming to build in actions and changes that will prevent future emissions, as well as reducing those we currently emit. We will focus on adapting the city to be resilient to the unavoidable impacts of climate change. This means thinking carefully about

the way we build for the future, designing net zero into the fabric and culture of the city.

- 4.4.2 **A place based, 20-minute city:** the creation of sustainable, 20-minute neighbourhoods across Edinburgh is one of the single most fundamental changes we can make to ensure we meet our net zero commitment. This means finding ways to make sure citizens can access the services and amenities they need in their neighbourhood, by walking, wheeling, or using public transport.
- 4.4.3 **Energy efficiency:** Improving the energy efficiency of buildings in Edinburgh is critical to our approach. The strategy adopts and promotes fabric first approaches to new developments in Edinburgh, seeking to reduce emissions whilst also reducing ongoing operational and maintenance costs.
- 4.4.4 **Electrification first:** future needs of the city will create increased demands on the infrastructure supporting our energy supply. The strategy sets out actions to ensure that the network's capacity can withstand the substantive increases in electricity demand from electric vehicles, electrification of heat, and new technologies. The strategy also sets out a number of actions to address the cost of electricity and tackle fuel poverty in the city.
- 4.4.5 **Progressive policy:** The strategy includes several calls for Scottish Government to work with the city partners and in particular the Council, to develop regulatory frameworks that are progressive and promote innovation, and create incentives for citizens and businesses to make practical changes in the way they live and work.

### **Key areas of the strategy**

- 4.5 The strategy's theme chapters area structured around key emission sources and areas for change, summarised below.
  - 4.5.1 **Engaging and empowering citizens to help tackle climate change:** ensuring Edinburgh's residents will benefit from low carbon lives, in a net zero city; and are supported and incentivised to make sustainable choices
  - 4.5.2 **Net zero, climate resilient development and growth:** ensuring the city will develop to be net zero and climate resilient, focussing on city centre transformation and connected thriving local neighbourhoods, and ensuring our natural and built environment support people's wellbeing.
  - 4.5.3 **Net Zero Energy Generation and Energy Efficient Buildings:** working to decarbonise heat and energy infrastructure that serves energy efficient buildings and homes and that contributes to economic and social benefits for the city.
  - 4.5.4 **Net Zero emission transport:** ensuring people, goods, and services move efficiently around the city, with net zero emissions, contributing to a cleaner, healthier city.

- 4.5.5 **Business and skills in a net zero economy:** setting Edinburgh up to have a net zero economy and for the city to be a global leader in good, sustainable growth.
- 4.5.6 **Investing in change:** developing models for investment that supports speed and scale of net zero and adaptation action with a mechanism for connecting those looking to invest in a net zero adapted city with businesses and organisations looking to drive change.

#### **Calls on Scottish Government**

- 4.6 The strategy recognises that within each thematic area there are specific things that the Scottish Government could do to enable and empower local action to deliver on net zero ambitions. There are a number of specific actions across the strategy. In summary, the strategy calls on Scottish Government to:
  - 4.6.1 Ensure that national decisions and powers reinforce and empower the strategy to deliver at speed - on planning, transport, regulatory, licensing and taxation
  - 4.6.2 Share the risk of net zero project and programme development alongside enhanced funding packages for delivery by investing in local capacity and expertise
  - 4.6.3 Develop place-based funding packages that recognise the system-wide investment needed to reach net zero rather than just policy silos
  - 4.6.4 Develop a programme for targeting private owner retrofit and a series of incentives to support citizen and business transition to net zero

#### **Delivery of the 2030 Climate Strategy**

- 4.7 The strategy sets out a proposed governance approach to its delivery. The City of Edinburgh Council will provide political leadership through its role as a sphere of government which is accountable to citizens, working with city partners through shared governance structures including the Edinburgh Partnership Board and City Region Partnership. The Edinburgh Partnership Board will consider the strategy at its next meeting in June
- 4.8 A Climate Delivery Group will be established bringing city partner Chief Executives and senior officers together. This group will provide operational oversight, align city partners' mainstream programmes and budgets to support net zero and adaptation, and hold delivery mechanisms to account, scrutinise performance, and be accountable for their individual organisation's participation and delivery.

#### **Measuring Success**

- 4.9 The strategy sets out an indicative trajectory and approach to monitoring sector targets. The final strategy will be supported by an implementation plan, to be developed following publication of the strategy in October 2021. A draft implementation plan and initial cost analysis will be brought Committee in September 2021.

- 4.10 While the reporting will primarily focus on progress against the net zero target, it will also cover wider priorities and co-benefits such as tackling poverty, quality of parks and green spaces, air quality and active travel and public health.
- 4.11 Progress towards achieving the Council's 2030 net zero target and adaptation work will be reported annually through the Council's statutory Public Bodies Climate Change report. Further details on emissions reporting is provided in the background section of this report.

### **Offsetting**

- 4.12 Even with a radical shift in the way we live to reduce emissions, it is unlikely that we will be able to reach absolute zero for technical and other reasons. Therefore some 'residual emissions' will remain.
- 4.13 We will consult and engage city partners on potential approaches to offsetting during consultation on the main 2030 Climate Strategy, and the strategy document itself sets out key considerations in developing an approach to offsetting. These include different ways to remove carbon, the hierarchy of offsetting in relation to net zero, local or global approaches, and what a citywide approach needs to take into account.
- 4.14 Feedback from consultation on offsetting will be brought back to Committee for further consideration and to inform both city-wide action and the Council's approach to off-setting its own organisational emissions.

## **5. Next Steps**

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- 5.1 In the lead up to the consultation launch final proofing and minor edits to the strategy will be undertaken and the consultation approach will be considered by the Council's Consultation Advisory Panel, in line with the newly agreed [consultation policy](#).
- 5.2 A citywide public consultation on the draft 2030 Climate Strategy will be launched in June, to run for a 12-week period. As part of this consultation, the Council will host consultation events with partners and citizens, and workshops on key strategic issues in the strategy will be held.
- 5.3 The strategy will be reviewed taking into account feedback from consultation. A final strategy will be brought to Committee in September 2021 and, if approved, will be published on the Council's website with supporting communications material to coincide with COP26.
- 5.4 A draft implementation plan setting out detail on the strategy's actions and an initial cost analysis will be brought to Committee alongside the final strategy.

## 6. Financial impact

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- 6.1 Although there are no financial impacts directly arising from this report, the costs of reaching net zero are likely to be significant and cannot be borne by the Council, or the city, alone. However, as shown by work by Edinburgh and Leeds Universities, over two-thirds of the interventions required to reach net zero pay for themselves and there is significant potential to lever additional public and private finance into the city.
- 6.2 The Climate Strategy includes a section on investing in change which sets out how the city can work to secure these resources.
- 6.3 Council commitments within the strategy relate to resources which have already been secured, or will be the subject of planned bids and investment programmes. An initial cost analysis will be brought to Committee alongside a final draft of the Climate Strategy in September 2021.

## 7. Stakeholder/Community Impact

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- 7.1 The strategy has been developed considering the substantive feedback received through the [Edinburgh Talks Climate](#) citizen engagement programme and city partners and key sector stakeholder pre-engagement.
- 7.1 The emphasis of the consultation on the draft strategy will be on setting out the proposals and actions for how the city will prepare for the effects of climate change and lay out a path for how Edinburgh will meet its target of net zero emissions by 2030. The consultation will ensure it provides enough information to allow people to make meaningful representations in the response to the above.
- 7.2 The following activities will be used to raise awareness of the strategy, encourage people to have their say and support the Integrated Impact Assessment of the final strategy from an early stage:
  - 7.2.1 Launch of the consultation document and questions on Consultation Hub.
  - 7.2.2 Publicity to raise awareness of the consultation
  - 7.2.3 Notification to third sector, community and city partner groups and individuals telling them how to comment.
  - 7.2.4 Series of public events for third sector, community, and community council partners allowing opportunity to find out more about the consultation proposals, including specific engagement with seldom-heard groups
  - 7.2.5 Series of events with key stakeholders and sectors including business, investment, developers and public bodies.
  - 7.2.6 Supportive events through the Edinburgh Climate Commission aimed at raising awareness of the strategy and to elicit constructive feedback and responses.



- 7.3 Due to current public building closures and restrictions in place because of Covid-19 engagement activities such as drop in sessions and staffed exhibitions in public places such as libraries have not been confirmed. If restrictions are lifted during the course of the consultation period allowing such activities to happen, we will work to hold these events if possible.
- 7.4 The Integrated Impact Assessment (IIA) process for the strategy has commenced, and will be further developed through the consultation period, taking account of insights emerging from the consultation and other engagement activity over the summer as outlined above. A full IIA will be published when the final strategy is brought to Committee in September. Further IIAs will be carried out (as appropriate) as the implementation plan and wider work programme develops.

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

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- 8.1 [Edinburgh Climate Compact](#), Edinburgh Climate Commission, 2020
- 8.2 [A Net-Zero Carbon Roadmap for Edinburgh](#), Placed-Based Climate Action Network, 2020
- 8.3 [Council Emissions Reduction Plan](#), City of Edinburgh Council, 2021
- 8.4 [COVID-19 engagement and consultation approach](#), City of Edinburgh Council, 2021

## **9. Appendices**

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Appendix I – Draft Climate Ready Net Zero Edinburgh 2030 Strategy and Executive Summary

Appendix II – Global Covenant of Mayors for Climate and Energy – Commitment Document

# 2030 CLIMATE STRATEGY

*Delivering A Net Zero, Climate  
Ready Edinburgh*

Executive Summary  
Draft: June 2021

Page 322

## Introduction

This draft strategy lays out how we will enable, support and deliver action to meet our net zero ambition by working with leading strategic partners in Edinburgh and highlights actions citizens, communities and the wider business community could take to help drive down emissions.

Together we have enormous power and influence over the emissions in the city and we can create a thriving net zero future for the benefit of everyone.

Climate change is the biggest threat facing our planet. That is why the City of Edinburgh Council declared a climate emergency, established an independent Climate Commission and set a target for the city to be net zero by 2030.

2020 has seen the world work together to combat a global pandemic. It has also shone a light on what communities and organisations can achieve in the face of an emergency. As we continue to deal with the pandemic, we need to plan to ensure the city's recovery is both fair and green.

To achieve that goal, we need to improve air quality, protect our thriving green spaces, support active travel and continue to build

warm, good quality places to live and work to make Edinburgh a healthier and happier place to live.

Young people have been at the forefront of demanding faster action on climate change and our residents have told us they want Edinburgh to become a sustainable, fair and thriving city - but we know this won't be easy.

The challenge we face is clear. We must reduce our transport emissions 12 times faster; emissions from buildings need to be reduced twice as fast year on year and our homes need to be retrofitted 50 times faster.

Our work with Edinburgh Climate Change Institute and the Place-Based Climate Action Network<sup>1</sup>, shows that we can get over 65% of the way there with actions that pay for themselves within their lifespan. We also know that taking climate action will create opportunities for the city that can offer new and exciting skilled jobs and make Edinburgh a leader in green industries and innovations.

The Council will continue to play a leading role in co-creating a healthy, green, clean, and sustainable future for the city. Our communities, businesses and residents have a strong record of climate action and I know the

city will work together to deliver change at the speed and scale needed.

We will launch our strategy just as leaders from across the world come to Scotland for COP26 and we are confident Edinburgh will be alongside the most ambitious cities striving towards a net zero future.

*Cllr Adam McVey Leader of City of Edinburgh Council*

*Cllr Cammy Day Depute Leader of City of Edinburgh Council*

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<sup>1</sup> [A Net-Zero Carbon Roadmap for Edinburgh, Edinburgh Climate Commission/ Place-Based Climate Action Network](#)



## A net zero vision for the city

### Our vision for a net zero, climate resilient city by 2030

Citizens told us in the City Vision<sup>2</sup> that they want Edinburgh to be:

- A Thriving City that is clean, green and sustainable.
- A Welcoming City that is happy, safe, and healthy.
- A Pioneering City built on data, culture, and business.
- A Fair City that is inclusive, affordable, and connected.

Climate action will contribute to this vision by addressing every aspect of our lives and city activity. From the houses we live in and the buildings we work in, to the way we travel about the city, the jobs that we hold, and the way we use our consumer power.

This strategy is about more than reducing greenhouse gas emissions. It's about creating a city where:

- People live in neighbourhoods with easy access to greenspaces and local services reducing the need to travel.
- Homes are well-insulated, energy efficient and heated and powered by low-cost, renewable energy.
- More people work from home or in local hubs more of the time.
- The city has a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone.
- Most citizens find they no longer need a car, and a network of car clubs and electric vehicle charging hubs is available to support those who do.
- The city centre will have been re-imagined as a place for people walking, cycling and wheeling, with excellent public transport accessibility and with the needs of the most vulnerable fully catered for.
- Edinburgh is a hub for net zero innovation, with a new breed of sustainable local

businesses creating local jobs and skills development opportunities.

- Our city is cleaner, healthier and greener, with natural habitats helping to protect the city from flooding and other climate change impacts.

This strategy lays out how, as a city, we will enable, support and deliver action to meet our net zero ambition. It's aimed predominantly at partners within the city who have:

- A duty to transition to net zero.
- A significant city emissions footprint.
- The power and budgets to make impactful change.

However, the strategy also speaks to citizens, communities and the wider business community who collectively could have the greatest impact of all.

<sup>2</sup> <https://www.edinburgh2050.com/>

# Summary of the 2030 Climate Strategy Approach and Actions

## Principles for climate action



**A Just Transition:** Everyone must share in the benefits of the transition to net zero.



### Preventing future emissions and adapting to unavoidable climate change:

We will take actions and make changes that prevent future emissions, as well as reducing those we currently emit.



### Creating 20-minute neighbourhoods:

We will make it easier for citizens to access the services and amenities they need locally.



### Energy efficiency:

We will improve the energy efficiency of the city's buildings, adopting fabric first approaches to new developments and seeking to reduce energy demand and emissions.



### Electrification first:

We will ensure the network's capacity can respond to the substantive increases in the city's electricity demand while keeping an open mind to innovation in other energy sources, such as green hydrogen.



**Progressive policy:** We will work with the Scottish Government to develop

regulatory frameworks that are progressive, promote innovation and create incentives for citizens and businesses to make practical changes in the way they live and work.

## The Council will play a leadership role

The City of Edinburgh Council has a key role to play in providing city leadership on climate change.

It will use the levers that are within the control or influence of the Council to enable net zero action in the city.

These levers include the ability to:

- Build strategic relationships and collaborations for change.
- Deliver high-quality low carbon infrastructure and services.
- Make strategic investments to drive change.
- Lobby for change as the Capital of Scotland and a major UK city.

## We will create conditions for success

The strategy focuses on creating the right policy, regulatory and infrastructure conditions

to support net zero behaviour change by committing to:

- Delivering the 2030 City Plan and **setting the highest standards for net zero, climate resilient development and growth.**
- Delivering the City Mobility Plan **strategic investment in public transport and active travel** and consulting on the place and role of a **Workplace Parking Levy.**
- Creating **skills development programmes** to ensure the city has the workforce needed to transform with a **focus on green construction skills** and targeting those at greatest risk of poverty.
- Developing a plan for the delivery of **public service EV charging hubs** at strategic points across the city and a **pilot for mixed finance EV infrastructure investment.**
- Identifying and **costing climate impacts on the city to unlock collective investment** in change.

## We will collaborate for speed and impact

No individual partner has the knowledge, skills, capacity or resources to deliver our net zero target. This strategy lays out key areas where

collaboration and partnership will be required to deliver for the city, committing to establish:

- A strategic **City Heat and Energy Delivery Partnership** and delivery of a **Heat and Energy Master Plan**.
- A strategic **Partnership with Scottish Power Energy Network** to align grid development investment to the needs of the city.
- An **Energy Efficient Public Buildings Partnership** to collaborate on retrofit, align investment plans, and encourage confidence in, and planning for, the business and skills supply chain needed to deliver.

### We will support sustainable communities

A net zero city must be built upon net zero action within communities. This strategy recognises the importance of place, community capacity and action in thriving local neighbourhoods as drivers of more sustainable everyday lives.

That's why this strategy focuses not only on city and strategic enablers, but the importance of progressing 20-minute neighbourhoods. The strategy commits to:

- Ensuring **20-minute neighbourhoods support net zero action** and **exploring local energy communities**.

- **Scoping net zero community pilots** that could unlock and support grass roots activity.

### We will encourage individual commitments

While the strategy lays out a number of collective actions, pilots and partnerships that will support change across the city, there will be no substitute for the buy-in and action of individual organisations and citizens. This is why this strategy:

- Calls on all organisations and businesses to **adopt the Edinburgh Climate Commission Climate Compact** as part of their own commitment to transition to net zero.
- Commits to **public campaigns that aim to inform citizens and raise awareness of funding** available for net zero action.
- Commits to **explore establishing a new Green Innovation Challenge finance scheme** to complement the Climate Compact.

### We will innovate and learn

Alongside supporting joint and individual action to happen at speed, the strategy recognises that we need to do more to share knowledge and skills and innovate to tackle some of the challenges we face.

This is why the strategy highlights and commits to the following pilots and innovative projects:

- Developing two '*net zero neighbourhood*' pilots to support grassroots action on climate change.
- Delivering an ambitious new net zero development at Granton Waterfront and around 200-hectares of enhanced coastal park in north west Edinburgh.
- Delivering '*Edinburgh Homes Demonstrator*', using new materials and on-site building techniques to deliver net zero, energy efficient buildings.
- Testing approaches to retrofit in challenging mixed-tenure and heritage settings, including Edinburgh's UNESCO World Heritage site.
- Investigating the potential for '*Nature Climate Bonds*' to support investment in the city's natural environment.

***A full list of delivery actions is given by thematic area in Appendix 1.***



## How we work with partners

### We will call on others to ACT with us

To help drive change we are setting out a number of strategic asks of the key sectors within the city, focused on the actions which will have the most impact, targeting partners with the greatest emissions and the greatest power and resources to make change.

We're asking:

**All city partners** to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions, adopt sustainable business practices and support their staff to make more sustainable choices in their professional and private lives.

**Citizens** to make more sustainable choices in their everyday lives and use their democratic and purchasing power to support change in others.

**Civil Society** to support ongoing open dialogue about the transformation that needs to happen in the city and how we can collaborate to take decisions and deliver change together.

**Public bodies** to join up budgets and work together in a place-based way to create economies of scale and design services and new infrastructure around the needs of communities. Use their purchasing power to encourage markets and green supply chain and skill development.

**Edinburgh Climate Commission** to challenge the public sector to go faster and further on tackling climate change and call on the private sector to play a greater role in supporting change. Hold Edinburgh to collective account while offering expert advice and support for change through the Climate Compact.

**Investors** to support city partners to develop a pipeline of scalable projects to attract capital into the city for programmes that deliver social, economic and environmental benefits, as well as financial returns.

**Developers** to make the transition to net zero practices now, moving faster than national regulatory requirements to ensure Edinburgh can lead the way on net zero development and growth.

**Businesses** to adopt net zero business models as part of a green and resilient Edinburgh economy. Invest in sustainable practices that also benefit the communities they are a part of.

**Edinburgh's universities** to turn their academic expertise into support for net zero programmes and projects. Unlock the data, innovation and research that the city partners need to adopt change with confidence. Target the skills needed to deliver the city's transition.

### Call on the Scottish Government to support the city

The city and its partners will act individually and collectively to drive our net zero ambitions forward but we need the support and action of the Scottish Government to support our transition.

The strategy lays out a series of specific asks of the Scottish Government, which come under four key calls for national action, to:

- Share the risk of net zero project and programme development, to unlock funding options and deliver enhanced funding packages and invest in local capacity and expertise.
- Ensure national decisions and powers reinforce and empower city partners to deliver at speed on planning, transport, regulations, licensing and taxation.
- Develop place-based funding packages that recognise the system-wide investment needed to reach net zero rather than routing funding through policy silos.
- Develop a programme for targeting private owner retrofit and a series of incentives to support citizen and business transition to net zero.



# How we take decisions together

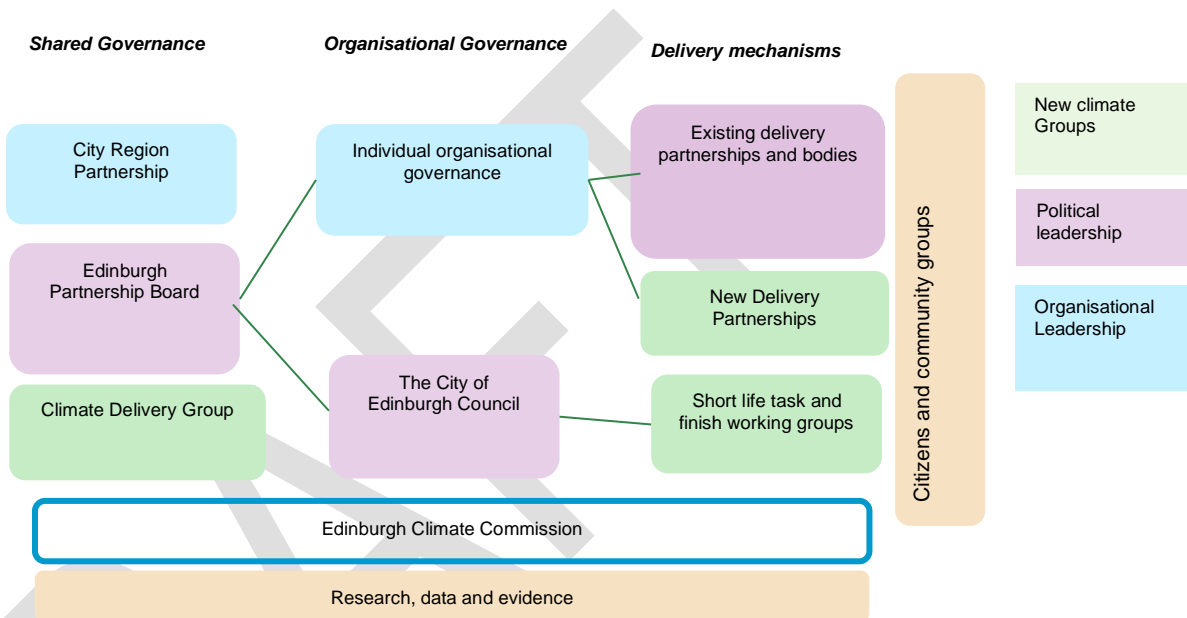
## A governance framework that supports effective action at speed and scale

Achieving net zero by 2030 will require city-wide co-operation at a level, depth and pace that will challenge citizens and city partners to hold each other to account for delivery.

A Climate Delivery Group will bring city partner Chief Executives and senior officers together to:

- Provide operational oversight.
- Align city partners' mainstream programmes and budgets to support net zero.
- Hold delivery mechanisms to account.
- Scrutinise performance, including city emissions reductions.
- Be accountable to their individual organisation for participation and delivery, in-line with their own political or organisational governance arrangements.

There are many delivery groups, boards and partnerships that have a role to play in delivering the strategy. Existing groups are



shown in purple and blue and are listed by way of example.

There are some areas of action which do not currently have structures that can support collaboration and the pace and scale of change needed. The new structures proposed within the strategy are shown in green.

**Edinburgh's Climate Commission** will continue to work independently to influence and provide constructive challenge and expertise to all parts of the city as we work to deliver our net zero ambition.

The strategy's delivery will be informed and driven by citizen's views – through the Council's democratic processes, through the work of the Commission, and through direct engagement and collaboration on delivery to co-produce better outcomes for communities.



## Listening to citizens and empowering communities in all we do

Edinburgh's citizens have huge influence over the city's emissions through their power to collectively demand change from national and local government, the private and public sector, local businesses and each other.

Citizens must be active participants, engaging in and designing the actions to deliver a net zero city. City partners need to engage, collaborate and listen to citizens to secure that trust and support for change.

Citizens also have the power to make choices in their own lives which can contribute to climate action.

We believe the Council in particular, has an important role in supporting all citizens to be able to make changes and ensure no one is left behind: delivering a fair and just transition.

### **We will collaborate to Empower young people**

Young people have been at the forefront of raising awareness on climate change and demanding change from those in power.

We will ensure young people are at the centre of decisions that will determine the kind of city they inherit. We will work with children and young people – through schools and in communities – to listen to their views, to ensure young people from all backgrounds are informed and able to have their voice heard.

### **We will Ensure a fair transition to net zero**

We know vulnerable groups and people in poor health will be more affected by reduced air quality, increased damp, and severe fluctuations in weather such as heatwaves.

Those on lower-incomes may also find addressing the impacts of climate change harder – for example meeting the costs associated with flood damage to property, or of switching from gas to more sustainable heating systems.

We are committed to working with national and local government, public bodies, trade unions, the private sector and citizens and communities to ensure that climate change does not disproportionately impact anyone in our society.

### **We will ensure there is Equal Access to opportunities**

It's estimated that Scotland's transition to a low-carbon economy could create up to 367,000 jobs, with Edinburgh being well-placed to secure a substantial share of these. We will work with city partners, to align skills development programmes to support Edinburgh residents to access new green jobs and target those at greatest risk of poverty.<sup>3</sup>

### **Making sustainable choices easier**

We know from consultation and engagement exercises that many Edinburgh citizens are not fully aware of their carbon footprint, or all the actions they could take to reduce it.

We will deliver awareness raising campaigns to ensure people have access to information about climate change, how to measure their carbon footprint, and where to access support to reduce their emissions. This will include information about where people can get financial and other help to make changes.

<sup>3</sup> [STUC, Green Jobs in Scotland, 2021](#)

We will call on the Scottish Government to improve existing support schemes and develop new approaches to incentivise change – especially in adapting homes and heating systems.

### We will support the creation of net zero communities

Our vision is for all of Edinburgh's neighbourhoods and communities to be net zero.

We will work with community councils, Edinburgh's universities and at least two neighbourhoods to scope and develop funding bids for two local pilots to understand what it would take for them to become net zero. The pilot scope will include at least one community with high levels of deprivation and one with high emissions.

### We will engage to build and maintain consent for change


We will involve citizens in decisions about the targeting, scope and speed of large-scale change and ask for citizen support on changes which protect the city for future generations.


As the scale and complexity of actions increase, we will facilitate more in-depth engagement approaches, such as citizen juries or similar models, to ensure citizens' views are central in decision-making.

### The ask of citizens


Citizens' choices can achieve big emissions reductions, and Edinburgh's residents also have the power to influence others, from big business to public policy.

We ask citizens to:


 **Understand your carbon footprint:** Use online and other resources to learn what your impact on the environment is.

 **Make the easy decisions:** Like leaving the car at home for shorter trips or reducing your food waste. These could save money or time and can often improve quality of life too.

 **Consider and explore investment:** Many changes, such as home insulation or heating, have an upfront cost but repay that cost over time.

 **Use your purchasing power:** You can send powerful signals to businesses by choosing products and services that are more environmentally friendly, this includes locally grown food, low-packaging items, and goods and services which use renewable energy and recycled materials.

 **Use your democratic power:** Make your voice heard in local and national decision-making and tell elected representatives what future you want.

 **Stay involved:** Keep engaging with local services, community groups and neighbours. Support the right changes when you see them, advocate for change when you don't.

## Funding change

We can achieve over 60% of our carbon emissions target with current technology and through investment that would pay for itself over time.

Organisations and businesses across the city are already investing in climate action through their fleets, their buildings, their energy sources and their work practices.

But new investment will still be needed, particularly investment to support access to upfront capital investment in buildings and infrastructure.

### Align public sector budgets

Public sector organisations such as the Council, the NHS, the Scottish Ambulance Service, Edinburgh's universities, Police Scotland and the Scottish Fire and Rescue Service have legal duties to transition to net zero and are already investing in climate action.

Through stronger more focused partnership working we will align our operational and investment plans – where that makes sense – to maximise the collective impact on carbon emissions, share knowledge, skills and capacity as well as investment and operational risks and opportunities.

### Maximise national funding opportunities

We will make sure that Edinburgh is well placed to successfully access the funding which will be available over the coming years from the UK Government, the Scottish Government and other funding bodies such as the National Lottery.

We will focus on accessing funding streams that allow us to meet strategic objectives of:

- Adapting to new post-Covid realities such as repurposing town centres and enhancing active travel infrastructure.
- Preparing the city for the development of clean energy heat networks.
- Adapting to the effects of climate change by using ecosystem services and enhancing biodiversity.
- Establishing a *Climate Transition Lab* with partners that allows us to test new financing models for transformational interventions, including the retrofitting of the privately-owned housing stock across Edinburgh.

### Develop large scale place-based investment programmes

We will develop a pipeline of large-scale/aggregated investible projects that focus on delivering the major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure needed to make the transition to net zero.

These projects will provide an opportunity to create systemic change, enable rapid decarbonisation and adaptation to climate change, while creating new jobs, new green markets for local industry, and improving quality of life for citizens.

We will work with UK finance and academic experts to develop strategic approaches to mobilising place-based climate finance. We will call on the Scottish Government to work with us to connect national funding to a more strategic place-based approach.

### Foster Edinburgh's investment potential

Edinburgh is the financial capital of Scotland and a recognised leading global economic hub. Investment in green technology and business practices is increasingly at the heart of the finance industry and the city is uniquely placed

to accelerate progress as a world leader in research and data innovation.

We will foster the investment potential of Edinburgh by working with partners to develop ambitious and attractive projects and proposals, test innovative finance models, including blended finance, and new approaches to sharing risk and reward.

We will **create a City Investment Prospectus** that will enable us to easily match investors to suitable projects in Edinburgh.

We will identify opportunities for Edinburgh to **develop demonstrator projects** with citizens to solving the biggest challenges on the journey to sustainability while building local skills capability and capacity, and test new financing structures.

### **Unlock private investment opportunities**

We will connect investors to city opportunities, using models which share risk and reward more equitably, and allow much larger sums of money to be raised through private sector investment.

By working with providers of capital, such as the Lothian Pension Fund, we will identify compelling opportunities to match patient finance to large-scale net zero projects which will benefit both investors and citizens.

## Measuring our success

### Tracking and reporting

City emissions will be tracked on an annual basis and progress measured against a target trajectory.

We assume citizen and partner action will take time to build and will rapidly accelerate from around 2026 as learning from early action, innovation and investment come together to drive whole-system change at pace.

City and Council emissions will be monitored and disclosed publicly on an annual basis through CDP<sup>4</sup> and the Public Bodies Climate Change Duties Report<sup>5</sup>. Signatories of the Climate Compact have also committed to monitor and disclose their organisational emissions.

Reporting and monitoring will be developed in line with the strategy's Implementation Plan to be developed following publication of the strategy in late 2021.

### Carbon Scenario Tool

The Council has collaborated with the Edinburgh Climate Change Institute (ECCI) to develop an open source quantitative emissions calculation tool.

The '*Carbon Scenario Tool*' has been designed to inform Council decision making, by giving councillors and officers validated data on emissions impact at project, programme or city level, presented as a dashboard which includes wider sustainability impacts, such as air quality.

### Measuring co-benefits

Alongside net zero emissions we will monitor, measure and report progress against wider sustainability objectives and co-benefits. This will provide a comprehensive view of Edinburgh's wider sustainability progress.

These indicators will be finalised later in 2021 and will include a mix of process and outcome measures, taking account of enabling actions such as procurement activity and wider benefits such as public health improvement.

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<sup>4</sup> <https://www.cdp.net/en/responses/>

<sup>5</sup> <https://sustainablesotlandnetwork.org/reports>

# 2030 Climate Strategy Outcomes and Actions

## Net Zero Development and Growth

### Outcomes

- People can access the support they need in the places they live and work and local neighbourhoods are resilient to the impacts of climate change.
- City development and investment deliver net zero growth and economic opportunities that protect and enhance the environment.
- The city's wildlife is thriving, and biodiversity is enhanced, protecting the city's ecosystem and helping absorb carbon.

Action	Next steps	Indicative delivery timeframe	Partners
1. Long term planning on climate risk and cost	<ul style="list-style-type: none"> <li>• The Council will convene city and region partners to collaborate on a long-term 'Climate Ready Edinburgh' plan</li> <li>• Undertake a city-wide climate change risk assessment and cost analysis</li> </ul>	2021-2022	National and Regional planning partners, Edinburgh Adapts Steering Group, Edinburgh Climate Change Institute, Adaptation Scotland
2. Laying the policy foundations	<ul style="list-style-type: none"> <li>• Set new planning policy and guidance within the City Plan 2030</li> <li>• Work with developers, investors and landowners to deliver net zero development of the city</li> </ul>	2021–2023	City partners, The Council, Edinburgh Biodiversity Partnership, the Scottish Government, private sector developers, construction industry, Edinburgh Living Landscape Partnership
3. Re-designing services to meet citizen's needs locally	<ul style="list-style-type: none"> <li>• Re-design services and amenities to deliver sustainable 20-minute neighbourhoods across hub locations</li> </ul>	2021 onwards	NHS, higher education sector, voluntary sector organisations, Police, Fire
4. Leading the way on net zero development	<ul style="list-style-type: none"> <li>• All new Council-led housing developments with the 10-year sustainable housing investment plan will be net zero</li> <li>• Deliver an off-site net-zero construction methodology demonstrator project</li> </ul>	2021 – 2030 2021 - 2023	The Scottish Government, Scottish Futures Trust, Construction Scotland Innovation Centre, Edinburgh Napier University, and Offsite Solutions Scotland

<b>5. Using blue and green spaces to protect communities from climate change</b>	<ul style="list-style-type: none"> <li>Deliver a network of green and blue spaces across the city which help protect our communities from climate change impacts, provide active travel routes, and protect and enhance the city's natural environment and biodiversity</li> </ul>	Strategic Flood Risk Assessment 2021, Green/Blue Network 2021–2023	The Council, Lothian Strategic Draining Partnership, Edinburgh Living Landscape Partnership
<b>6. Meeting adaptation challenges with nature-based solutions</b>	<ul style="list-style-type: none"> <li>Deliver nature-based solutions to the impacts of climate change, beginning with the Edinburgh Million Tree City initiative</li> <li>Develop an Ecological Coherence Plan for the city</li> </ul>	Adaptation Plan 2022- 2030	The Council, Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership
<b>7. Develop a long-term and sustainable approach to water management across the city</b>	<ul style="list-style-type: none"> <li>Deliver a Water Management Vision and Strategy identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city</li> <li>Integrate design for water and flooding within the urban landscape using blue-green infrastructure</li> </ul>	2021 - 2030  2021– 2030	Edinburgh and Lothians Drainage Partnership (the Council, SEPA, Scottish Water)
<b>8. Protecting the City's coast</b>	<ul style="list-style-type: none"> <li>Adapt the city's coast to be resilient to climate change, beginning with delivering around 200 hectares of new and enhanced coastal park in north west Edinburgh</li> </ul>	2024 - 2030	The development sector, the Council, University of Glasgow, Transport for Edinburgh
<b>9. Delivering rapid whole-system change</b>	<ul style="list-style-type: none"> <li>Call on the Scottish Government to use the lessons from responding to Covid to enable accelerated local action and decision making on tackling the climate emergency</li> </ul>	2021–2023	The Council, the Scottish Government
<b>10. Shared risk-taking to develop innovative solution</b>	<ul style="list-style-type: none"> <li>Call on the Scottish Government to collaborate with the City of Edinburgh Council on shared risk-taking to develop innovative solutions to tackling climate change - for example by exploring regulatory 'sandboxes' for key demonstration projects to support the testing of new approaches within more permissive and flexible frameworks</li> </ul>	2021 - 2030	The Council, the Scottish Government
<b>11. Embed net zero requirements</b>	<ul style="list-style-type: none"> <li>Call on the Scottish Government to embed net zero requirements into new and existing policy, legislation, regulations and statutory guidance</li> </ul>	2021 - 2030	The Scottish Government

## Net Zero Energy Generation and Energy Efficient Buildings

### Outcomes

- Heat and energy generation and distribution is clean and renewable, and buildings are energy efficient and resilient to climate change.
- The cost of heating and powering the city’s homes and other buildings is reduced, helping to tackle fuel poverty.
- Retrofit and energy infrastructure projects are delivering economic and social benefits to businesses and citizens supporting a just transition.

Action	Next steps	Indicative delivery timeframe	Delivery partners
1. <b>Laying the policy foundations</b>	<ul style="list-style-type: none"> <li>• Set progressive planning policies to increase energy standards in new buildings</li> <li>• Require the use of low and zero emissions technologies to heat and power the city’s buildings</li> </ul>	2021–2023	The Council, the Scottish Government, developers, Registered Social Landlords
2. <b>Developing a city energy masterplan</b>	<ul style="list-style-type: none"> <li>• Convene a City Heat and Energy Partnership</li> <li>• Develop a city-wide heat and energy masterplan</li> </ul>	2021–2023	The Council, NHS, Edinburgh universities, Scottish Water, Scottish Power Energy Networks, Scottish Gas Network, and other key partners.
3. <b>Grid investment</b>	<ul style="list-style-type: none"> <li>• Establish a strategic partnership with Scottish Power Energy Networks</li> <li>• Align current and future grid development to the city’s energy needs</li> </ul>	2021 2022 - 2030	The Council, SP Energy Networks
4. <b>Energy investment strategy</b>	<ul style="list-style-type: none"> <li>• Develop a long-term shared investment strategy to deliver the city energy masterplan</li> <li>• Agree appropriate delivery mechanisms</li> </ul>	2021–2023	City Heat and Energy Partnership, the Scottish Government, private sector
5. <b>Developing regional energy solutions</b>	<ul style="list-style-type: none"> <li>• Develop regional renewable energy solutions which draw on the area’s wind, geothermal, hydro and solar assets</li> <li>• Learn from the H100 hydrogen pilot</li> </ul>	2024–2027	City Heat and Energy Partnership
6. <b>Developing heat networks</b>	<ul style="list-style-type: none"> <li>• Identify heat network zones across the city</li> <li>• Ensure all Council-led infrastructure investment plans seek opportunities to connect to heat networks, beginning with our learning estate programme.</li> <li>• Work with communities and developers to deliver heat networks which meet the needs of key public sector buildings and major new developments across the city, beginning with Granton Waterfront and the BioQuarter</li> </ul>	Early 2022	The Council
		2023 - 2027	City Heat and Energy Partnership
7. <b>Focussing on place-based projects</b>	<ul style="list-style-type: none"> <li>• Collaborate on place-based joint energy infrastructure projects which maximise opportunities to deliver low-cost, clean, renewable energy to neighbourhoods and communities, with a focus on areas experiencing inequalities</li> </ul>	2024–2027	City Heat and Energy Partnership



<b>8. Retrofitting the city's social housing and public sector estate</b>	<ul style="list-style-type: none"> <li>• Develop a plan for retrofitting social housing across the city to the highest energy standards, to reduce energy demand and tackle fuel poverty.</li> <li>• Collaborate on and identify opportunities for a joint public sector estate retrofit programme</li> <li>• Ensure retrofit programmes create green jobs and skills development opportunities for citizens, targeting those at greatest risk of poverty</li> </ul>	2028–2030	The Council, Registered Social Landlords
		2023–2027	NHS, University of Edinburgh, Heriot Watt University, Scottish Fire, Scottish Power Energy Networks, the Council, skills development bodies.
		2023–2027	
<b>9. Testing innovative approaches for challenging settings</b>	<ul style="list-style-type: none"> <li>• Scope and test innovative approaches to retrofit in challenging mixed-tenure and heritage settings, to deliver exemplar models and accelerate progress.</li> <li>• Adapt Edinburgh's World Heritage site to be resilient to climate change</li> </ul>	2021–2023	EIT Climate-KIC, Edinburgh Climate Change Institute, Changeworks, Edinburgh World Heritage Edinburgh World Heritage, Historic Environment Scotland
		2021–2023	
<b>10. Supporting owner-occupiers and landlords</b>	<ul style="list-style-type: none"> <li>• Develop models that support businesses, owner-occupiers and private landlords to invest in energy retrofits</li> <li>• Call on the Scottish Government to bring forward at speed schemes to support citizens to fund energy efficiency upgrades and decarbonisation of heat in their homes.</li> <li>• Call on the Scottish Government to urge the UK Government to ensure its future Heat in Buildings Strategy includes action to significantly reduce the cost of electricity, without passing costs on to other areas of households' budgets</li> </ul>	2024–2027	The Council, EIT Climate-KIC, Changeworks, Edinburgh World Heritage
		2021	
		2021	The Council, The Scottish Government
<b>11. Resourcing net zero public buildings</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to work with city partners to identify and deploy additional resource to deliver net zero public buildings</li> </ul>	2021–2023	The Council, the Scottish Government, developers, Registered Social Landlords

## Net Zero Emission Transport

### Outcomes

- A city where travelling by foot, wheel, or by bike is the easiest and cheapest option.
- The city has a well-connected and sustainable transport and active travel network.
- Investment in neighbourhoods, town and city centres improves citizen health and wellbeing.

Action	Next steps	Indicative delivery timeframe	Delivery partners
1. Investing in active travel	<ul style="list-style-type: none"> <li>● Prioritise investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods</li> </ul>	2021 – 2030	The Council
2. Developing integrated public transport	<ul style="list-style-type: none"> <li>● Improve the integration of our public transport system, and review routes and interchanges, within a city and regional context</li> </ul>	2021-2023	The Council, national and regional transport partners, public transport operators
3. Decarbonising buses	<ul style="list-style-type: none"> <li>● Work with the Bus Decarbonisation Taskforce and private sector partners to develop a plan to decarbonise the city’s bus fleet</li> </ul>	2021–2023	Lothian Buses, the Scottish Government, the Council
4. Improving local air quality	<ul style="list-style-type: none"> <li>● Implement a Low Emissions Zone scheme to reduce harmful emissions from transport and improve air quality</li> </ul>	2021–2023	The Council, the Scottish Government.
5. Better management of the city centre	<ul style="list-style-type: none"> <li>● Create a city-centre operations plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for ‘last mile’ deliveries</li> </ul>	2024–2027	Transport sector, businesses, the Council
6. Supporting public sector transition to electric vehicles	<ul style="list-style-type: none"> <li>● Identify opportunities to align to investment in EV infrastructure for public service and blue light fleet at strategic locations across the city, which also delivers ‘down-time’ availability for citizens and businesses</li> </ul>	2024–2027	NHS, Fire, Police, Edinburgh universities
7. Delivering electric vehicle infrastructure	<ul style="list-style-type: none"> <li>● Develop pilot proposals for public-use EV charging hubs in locations which align with the City Mobility Plan’s aims of increasing sustainable travel and avoid adding to city-centre congestion</li> </ul>	2021–2023	The Council, private investment partners
8. Engaging with citizens	<ul style="list-style-type: none"> <li>● Engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to deliver the City Mobility Plan</li> </ul>	2021–2023	Citizens, the Council
9. Reducing emissions from flying	<ul style="list-style-type: none"> <li>● Encourage partner organisations to sign up to the Edinburgh Climate Compact</li> <li>● Work with citizens and city partners to support staff and residents to make more sustainable travel choices in their professional and personal lives</li> </ul>	2021 -2030	Citizens, the Council, public and private sector partners

## Business and Skills in a Net Zero Economy

### Outcomes

- Edinburgh's economy recovers from recession and key sectors are sustainable and resilient to future crises, such as those related to climate change.
- Edinburgh has a vibrant circular economy, improving resource efficiency and enhancing citizen wellbeing.
- Edinburgh's economy is built on good, green jobs which people from all backgrounds can access through education, skills and retraining.

Action	Next steps	Indicative delivery timeframe	Partners
1. <b>Connecting investment to opportunity</b>	<ul style="list-style-type: none"> <li>• Develop a mechanism for connecting those looking to invest in a net zero city with the businesses and organisations looking to drive change that supports speed and scale of net zero action</li> </ul>	2021–2023	The Council, the Scottish Government, developers and investors
2. <b>Net Zero Procurement</b>	<ul style="list-style-type: none"> <li>• Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero</li> </ul>	2021 - 2030	The Council, NHS Lothian, Police Scotland and other statutory partners
3. <b>Edinburgh Climate Compact</b>	<ul style="list-style-type: none"> <li>• Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions</li> </ul>	2021 -2030	Edinburgh Climate Commission, Edinburgh Chamber of Commerce, and the Council
4. <b>Explore a green innovation challenge finance scheme</b>	<ul style="list-style-type: none"> <li>• Explore establishing a finance scheme to complement the Commission Climate Compact, stimulate new lead markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery</li> </ul>	2021–2023	The Council and other partners
5. <b>Business Mentoring and support for net zero transition</b>	<ul style="list-style-type: none"> <li>• Deliver business mentoring and business support programmes to help employers take practical steps to realign their operations towards becoming net zero</li> </ul>	2021-2023	Edinburgh Chamber of Commerce, Federation of Small Businesses, Scottish Enterprise
6. <b>Circular Edinburgh</b>	<ul style="list-style-type: none"> <li>• Increase participation in the Circular Edinburgh programme which supports businesses to reduce, re-use and recycle as part of embedding circular economy principles into their ways of working</li> </ul>	2021-2023	Edinburgh Chamber of Commerce and Zero Waste Scotland
7. <b>Skills and workforce development</b>	<ul style="list-style-type: none"> <li>• Scope skill needs and align workforce development programmes to meet the needs of net zero businesses, and to promote accessibility of well paid, rewarding career opportunities</li> </ul>	2021–2023	Further and higher education partners, Skills Development Scotland, and the Council
8. <b>Enabling powers for local government, business and city partners to respond to climate change</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to build coherent and flexible legislative and regulatory frameworks that empower local government, business and city partners, so they can rapidly respond to the climate emergency in an agile and adaptive way</li> </ul>	2021–2023	The Scottish Government

## Engaging and empowering citizens to help tackle climate change

### Outcomes

- Citizens are engaged and empowered to respond to the climate emergency.
- Edinburgh is a city where sustainable choices are cheaper and easier to make, and people are taking action to reduce their carbon footprint.
- Citizens are empowered, engaged and acting to influence the public and private sector to go further on tackling climate change.

Action	Next steps	Indicative delivery timeframe	Partners
1. <b>Information about climate change</b>	<ul style="list-style-type: none"> <li>● Deliver awareness-raising campaigns</li> <li>● Support citizens to measure their carbon footprint</li> </ul>	From 2021	The Scottish Government, the Council
2. <b>Citizen engagement and dialogue</b>	<ul style="list-style-type: none"> <li>● Maintain an ongoing open dialogue with citizens about the transformation that needs to happen in the city and how we can collaborate to take decisions and deliver change together</li> <li>● Call on the Scottish Government to work with Edinburgh on awareness raising campaigns to support a frank discussion on climate change action</li> </ul>	From 2021  November 2021	The Council, community councils, community and civil society groups The Council, the Scottish Government
3. <b>Supporting and engaging young people</b>	<ul style="list-style-type: none"> <li>● Maximise opportunities to focus on climate change across our whole education system, including independent schools</li> <li>● Work with young people in schools and in communities, to embed a legacy of change, drawing on COP26 coming to Scotland</li> <li>● Strengthen climate change within our curriculum</li> <li>● Pilot a carbon footprinting app within at least two schools</li> <li>● Deliver a Hydrogen Education Programme and schools challenge</li> </ul>	From November 2021  Autumn 2021	The Council, Edinburgh schools, youth and community groups  The Council, Scottish Cities Alliance
4. <b>Net Zero Communities</b>	<ul style="list-style-type: none"> <li>● Develop proposals and seek funding for creating '<i>net zero communities</i>' in at least two neighbourhoods within the city.</li> </ul>	2021–2023	The Council, higher education partners, community councils

## Investing in Change

### Outcomes

- City partner budgets are aligned towards net zero place-based investment
- Edinburgh is a centre for global capital investment, supporting the infrastructure projects needed to transition the city
- Investment in Edinburgh is also delivering social and economic benefits for citizens

Action	Next steps	Indicative delivery timeframe	Partners
1. <b>Create a pipeline of investible projects</b>	<ul style="list-style-type: none"> <li>● Increase capacity and resources to develop feasibility studies and business cases that enable the development of a pipeline of investible projects</li> </ul>	2021–2023	The Scottish Government
2. <b>Providing an evidence base for investment</b>	<ul style="list-style-type: none"> <li>● Develop Edinburgh’s Carbon Scenario Tool and wider shared data, especially around mobility and energy, to drive net zero innovation and provide an evidence base for investment</li> </ul>	2021–2023	Edinburgh’s further and higher education sector
3. <b>Developing innovative finance modes</b>	<ul style="list-style-type: none"> <li>● Develop innovative finance models that share risk and reward and deliver economic and social benefits for Edinburgh’s citizens, beginning with Nature Climate Bonds and exploring, for example, city investment bonds.</li> </ul>	2021–2023	The Scottish Government, Scottish National Investment Bank, the Council, private sector partners
4. <b>Funding scalable tests of change</b>	<ul style="list-style-type: none"> <li>● Seek funding to deliver scalable tests of change which use innovative finance models to deliver place-based net zero projects and build community wealth, beginning with net zero development and community retrofit</li> </ul>	2021–2023	The Council, EIT C-KIC
5. <b>Developing capital investment opportunities</b>	<ul style="list-style-type: none"> <li>● Bring forward a pipeline of capital investment opportunities at scale, to deliver major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure projects that support the city’s transition to net zero.</li> </ul>	2024–2027	The Council, public and private sector partners
6. <b>Delivering place-based investment at scale</b>	<ul style="list-style-type: none"> <li>● Call on the Scottish Government to work with public bodies to develop joined-up funding streams to deliver place-based investment at a scale which supports the transition to net zero</li> </ul>	2024–2027	The Scottish Government, the Council, public sector partners
7. <b>Partnerships for infrastructure investment</b>	<ul style="list-style-type: none"> <li>● Call on the Scottish Government to work with the City of Edinburgh Council and other public sector partners to invest in and share the risks associated with developing a pipeline of rapid action net zero infrastructure projects</li> </ul>	2021–2023	The Scottish Government, Council, public sector partners
8. <b>Retaining economic benefits</b>	<ul style="list-style-type: none"> <li>● Call on the Scottish Government to use existing mechanisms, and consider the development of additional measures, to ensure economic benefits resulting from city partner action on climate change and Covid recovery are shared with the city – helping to fund future action</li> </ul>	2021	The Scottish Government
9. <b>Working with UK partners</b>	<ul style="list-style-type: none"> <li>● Develop strategic approaches to mobilising place-based finance.</li> </ul>	2021–2023	Place-Based Climate Action Network

# 2030 CLIMATE STRATEGY

*Delivering A Net Zero, Climate  
Ready Edinburgh*

Draft: June 2021

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## Foreword

This draft strategy lays out how we will enable, support and deliver action to meet our net zero ambition by working with leading strategic partners in Edinburgh and highlights actions citizens, communities and the wider business community could take to help drive down emissions.

Together we have enormous power and influence over the emissions in the city and we can create a thriving net zero future for the benefit of everyone.

This draft strategy is aimed predominantly at partners within the city who have:

- A duty to transition to net zero.
- A significant city emissions footprint.
- The power and budgets to make impactful change.

However, it also speaks to citizens, communities and the wider business community. We look forward to hearing view from all stakeholders and residents over the summer.

Climate change is the biggest threat facing our planet. That is why the City of Edinburgh Council declared a climate emergency, established an independent

Climate Commission and set a target for the city to be net zero by 2030.

2020 has seen the world work together to combat a global pandemic. It has also shone a light on what communities and organisations can achieve in the face of an emergency. As we continue to deal with the pandemic, we need to plan to ensure the city's recovery is both fair and green.

To achieve that goal, we need to improve air quality, protect our thriving green spaces, support active travel and continue to build warm good quality places to live and work to make Edinburgh a healthier and happier place to live.

Young people have been at the forefront of demanding faster action on climate change and our residents have told us they want Edinburgh to become a sustainable, fair and thriving city – but we know this won't be easy.

The challenge we face is clear. We must reduce our transport emissions 12 times faster; emissions from buildings need to be reduced twice as fast year on year and our homes need to be retrofitted 50 times faster.

Our work with Edinburgh Climate Change Institute and the Place-Based Climate Action Network<sup>1</sup>, shows that we can get over 65% of the way there with actions that pay for themselves within their lifespan. We also know that taking climate action will create opportunities for the city that can offer new and exciting skilled jobs and make Edinburgh a leader in green industries and innovations.

The Council will continue to play a leading role in co-creating a healthy, green, clean, and sustainable future for the city. Our communities, businesses and residents have a strong record of climate action and I know the city will work together to deliver change at the speed and scale needed.

We will launch our strategy just as leaders from across the world come to Scotland for COP26 and we are confident Edinburgh will be alongside the most ambitious cities striving towards a net zero future.

*Cllr Adam McVey Leader of City of Edinburgh Council*

*Cllr Cammy Day Depute Leader of City of Edinburgh Council*

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<sup>1</sup> [A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network, 2020](#)



## Summary Overview

Our net zero vision is that by 2030:

- Edinburgh will be a net zero and climate resilient city, with a transformed city centre connected to thriving local neighbourhoods, where our historic, natural and built environments are protected and valued for their significant contribution to people's wellbeing.
- People will live in neighbourhoods with easy access to greenspaces and local services that meet their everyday needs - whether that be for work, family or leisure time and reduce the need to travel.
- All homes will be well-insulated, energy efficient and heated and powered by low-cost, renewable energy, with a higher proportion of energy generated locally.
- Some people will work from home more of the time, or in local hubs, and will have less need to travel to or for work.
- The city will have a network of safe and attractive active travel routes, and an integrated world-class sustainable public transport system, which is affordable for everyone.
- Most citizens will find they no longer need a car to be able to go about their everyday lives. The city will have a network of Electric Vehicle (EV) charging hubs supporting electric commercial vehicles, car clubs and citizens who still need to own a private car.
- The city centre will be re-imagined as a place for people walking, cycling and wheeling, with excellent public transport accessibility and with the needs of the most vulnerable fully catered for, while continuing to provide a thriving economic centre and vibrant cultural hub for the city.
- Edinburgh will be a hub for net zero innovation, driven by data, with a new breed of sustainable local businesses, creating local jobs and skills development opportunities which people from all backgrounds can access through education and retraining. This will ensure everyone can share in the city's economic success.
- Edinburgh will be cleaner and greener, with natural habitats preserved across the city that help improve air quality, increase the variety of plants and

wildlife, and protect the city from flooding and other climate change impacts.

- Citizens are using their influence to challenge the public and private sector to go further and faster on tackling climate change and are empowered to make more sustainable choices in their everyday lives.

This strategy lays out how we will enable, support and deliver action to meet our net zero ambition.

### We will create conditions for success

The strategy focuses on creating the right policy, regulatory and infrastructure conditions to support net zero behaviour change by committing to:

- Deliver the 2030 City Plan and set the highest standards for net zero development and growth.
- Deliver the City Mobility Plan strategic investment in public transport and active travel and consult with citizens and businesses on the place and role of a Workplace Parking Levy.

- Develop a plan for the delivery of public service electric charging hubs at strategic points across the city and a pilot for mixed finance infrastructure investment.
- Identify and cost climate impact on the city to unlock collective investment in net zero change.
- Create skills development programmes to ensure the city has the workforce needed to transform with a focus on green construction skills and targeting those at greatest risk of poverty.

### We will collaborate for speed and impact

No individual partner has the knowledge, skills, capacity or resources to deliver our net zero target. This strategy lays out key areas where collaboration and partnership will be supported to deliver for the city, committing to establish:

- A strategic City Heat and Energy Delivery Partnership and deliver of a Heat and Energy Master Plan.
- A strategic Partnership with SP Energy Network to align grid development investment to the needs of the city.

- An Energy Efficient Public Buildings Partnership to collaborate on retrofit, align investment plans and encourage confidence in, and planning for, the business and skills supply chain needed to deliver.

### We will support sustainable communities

A net zero city must be built upon net zero action within communities. This strategy recognises the importance of place, community capacity and action in thriving local neighbourhoods as drivers of more sustainable everyday lives.

That is why this strategy focuses not only on city and strategic enablers, but the importance of progressing 20-minute neighbourhoods. The strategy commits to:

- Ensure 20-minute neighbourhoods support net zero action and explore local energy communities.
- Scope net zero community pilots that could unlock and support grassroots activity.

### We will encourage individual commitments

While the strategy lays out a number of collective actions, pilots and partnerships to support change across the city, there

will be no substitute for the buy-in and action of individual organisations and citizens. That's why this strategy:

- Supports the Climate Commission's '*Edinburgh Climate Compact*' and calls on all organisations and businesses to adopt it as part of their net zero commitments.
- Commits to public campaigns that aim to inform citizens and raise awareness of funding available for net zero action.
- Commits to explore establishing a new Green Innovation Challenge finance scheme to complement the Edinburgh Climate Compact.

The strategy also calls on the Scottish Government to work with us by:

- Ensuring national decisions and powers reinforce and empower the strategy to deliver at speed on planning, transport, regulations, licensing and taxation.
- Sharing the risk of net zero project and programme development alongside enhanced funding packages for delivery by investing in local capacity and expertise.
- Developing place-based funding packages which recognise the system-

wide investment needed to reach net zero rather than just policy silos.

- Developing a programme for targeting private owner retrofit and a series of incentives to support citizen and business transition to net zero.

### We will innovate and learn

Alongside supporting joint and individual action to happen at speed, the strategy recognizes that we need to do more to share knowledge and skills and innovate. This will help us tackle some of the challenges we face.

That's why the strategy highlights and commits to the following pilots and innovative projects:

- Developing two '*net zero neighbourhood*' pilots to support grass roots action on climate change.
- Delivering an ambitious new net zero development at Granton Waterfront and around 200-hectare of enhanced coastal park in north west Edinburgh.
- Delivering '*Edinburgh Homes Demonstrator*', using new materials and on-site building techniques to

deliver net zero, energy efficient buildings.

- Testing approaches to retrofit in challenging mixed-tenure and heritage settings, including Edinburgh's UNESCO World Heritage site.
- Developing a plan for the delivery of public service EV charging hubs at strategic points across the city and a pilot for mixed finance EV infrastructure investment.
- Investigating a new '*Nature Climate Bond*' to support investment in the city's natural environment.



# A net zero future for Edinburgh

## Climate change is impacting our city

The impact of carbon dioxide and other greenhouse gas emissions means that Edinburgh's climate is set to get warmer and drier in summer and milder and wetter in winter. Sea levels are rising and there is an increased likelihood of severe rainfall events (such as torrential downpours or flash flooding) and winter storms occurring more frequently<sup>2</sup>.






A changing climate impacts on human health, the natural environment, the economy, livelihoods, property and infrastructure.

Increased flooding, coastal erosion and more severe weather will disrupt business, including the city's cultural events, and cause damage to homes and the city's public and commercial buildings, including Edinburgh's UNESCO World Heritage Site.

In 2018, the Intergovernmental Panel on Climate Change (IPCC) called for worldwide action to prevent global warming above 1.5°C<sup>3</sup>, and in 2020, the World Economic Forum Global Risks Report<sup>4</sup> put

### How do we define Edinburgh's emissions?

Edinburgh's net zero target boundary is defined by the territorial boundary of the City of Edinburgh Council and five key emission sources:

-  1. Stationary energy (i.e. consumption from industries, non-domestic buildings and homes).
-  2. Transport.
-  3. Agriculture, forestry and other land use.
-  4. Industrial processes and product use.
-  5. Waste.

climate action failure, extreme weather and biodiversity loss as the top three highest risks for the world in terms of likelihood and impact.

Dealing with these impacts comes at a financial cost to the city, diverting

### What does "net zero" mean?

Net zero is when any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the "net" effect is zero emissions.

Edinburgh has committed to "net zero" emissions by 2030. To achieve this, we must reduce the emissions we generate close to zero, and by 2030, make sure that we remove the same amount of greenhouse gases that we as a city, put into the air.



Source: [SPICe Briefing- Key Issues for Session 6: COVID, Climate and Constitution](#)

<sup>2</sup> [UKCP18 Science Overview Report, Met Office Hadley Centre, 2019.](#)

<sup>3</sup> [Global Warming of 1.5 °C An IPCC Special Report, IPCC](#)

<sup>4</sup> [The Global Risks Report, World Economic Forum, 2020](#)

resources which could otherwise be invested in helping the city to thrive.

The UK National Audit Office estimates that for every £1 spent on protecting communities from flooding, around £5 in property damages and wider impacts can be avoided.<sup>5</sup>

### Vulnerable groups will feel the impacts of climate change the most

Vulnerable groups contribute least to carbon emissions but are disproportionately affected by the impacts of climate change. Low income households will find it harder to deal with the impacts of damage to their homes and property, while those with poorer health will be more affected by reductions in air quality, increased damp, flooding of homes and local areas, and more severe fluctuations in weather such as heatwaves.

We have a responsibility to act now to play our part globally and to protect and improve the city for generations to come. The faster we can reduce greenhouse gas emissions, the more we can reduce the damaging consequences.

### Understanding the challenge

The City of Edinburgh Council declared a Climate Emergency in 2019, setting an ambitious target for the city to become net zero by 2030.

Emissions across the city amount to around 2.5 million tonnes of CO<sub>2</sub>e<sup>6</sup>, and mainly come from the energy used in homes and buildings, followed by transport emissions (Figure 1).

City emissions have fallen by 42% from 2000, as a result of increasingly decarbonised electricity supply, structural

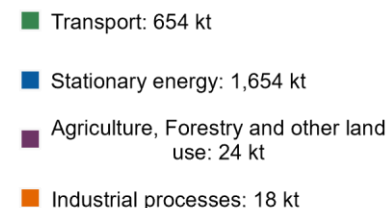


Figure 1: Edinburgh's emissions sources

Table 1: Examples of activity required to reduce 200 ktCO<sub>2</sub>e, by sector.

Activity	Carbon reduction activity	Activity level required	Amount of expected saving (tCO <sub>2</sub> 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 use	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 <sup>2</sup>	10,000,000m <sup>2</sup>	91,000
Decarbonisation of the electricity grid	2% reduction in the average UK grid mix		10,000
		<b>TOTAL</b>	<b>198,000</b>

<sup>5</sup> [National Flood and Coastal Erosion Risk Management Strategy for England, Environment Agency, 2020](#)

<sup>6</sup> Refer to Glossary

change in the economy and the gradual adoption of more efficient buildings and business processes.

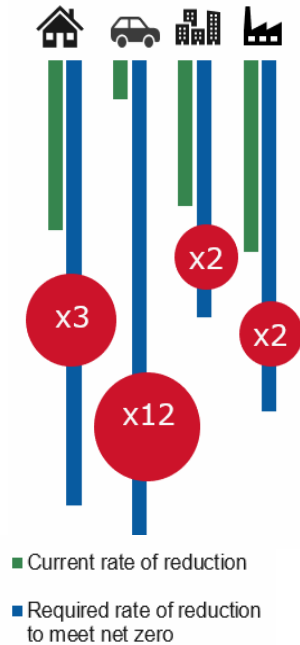


Figure 2: The current rate of reduction (average between 2000-2020) and average required rate of reduction to net zero 2030. Note that the figures are indicative of the scale of change required, based on historic and current figures sourced from the A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network

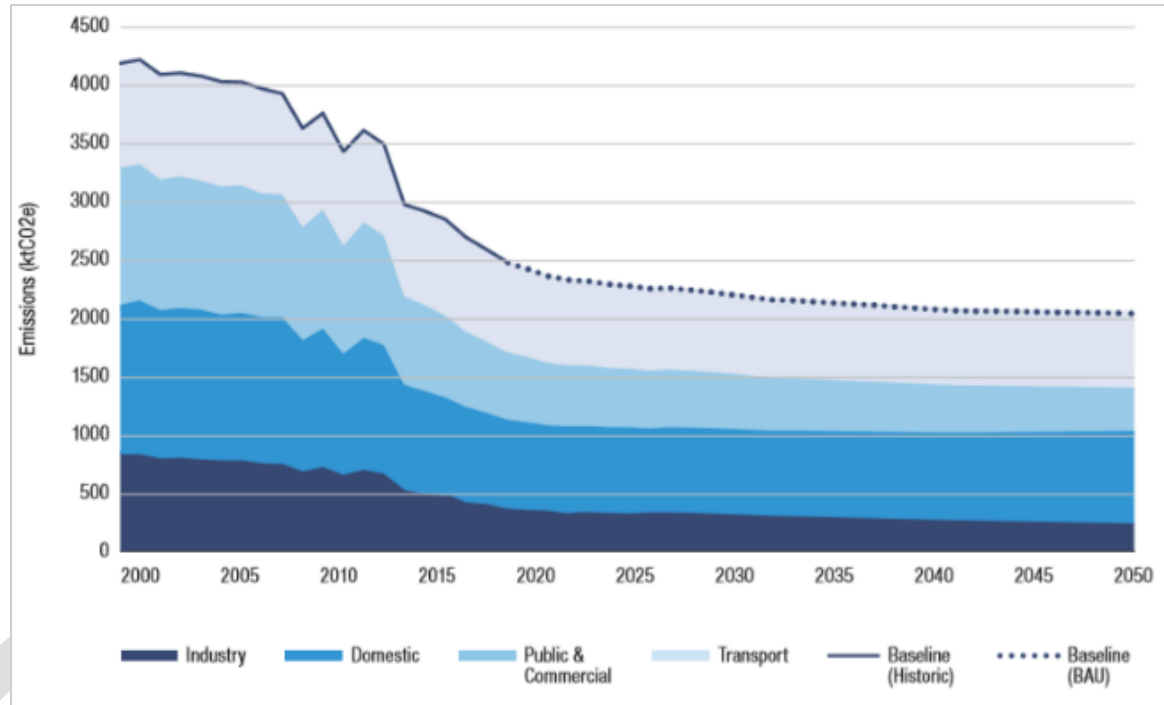


Figure 2: Cumulated emissions reduction potential by scenario. Based on 2050 baseline. A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network

However, projections (including economic, population growth and improvements in energy and fuel efficiency) are that without a significant acceleration in action, city emissions will only fall a further 9% (from 2000 levels) by 2030, as shown in Figure 2.

For the city to meet net zero, a reduction of around 200,000 tonnes of CO<sub>2</sub>e would be needed year on year. This represents a significant challenge.

Examples of what 200 ktCO<sub>2</sub>e equates to are given in Table 1 on the previous page.

We will need to move at least twice as fast on reducing emissions every year to 2030. Transport emissions, which have been historically difficult to reduce - will need to decrease as much as 12 times the rate than in the last two decades.

## Adapting to inevitable change

Reducing emissions is the priority. However, we also need to prepare for and manage the risks posed by a changing climate.

Many actions – such as shortening supply chains or developing local food production – can build climate resilience by reducing emissions and improving climate change adaptation at the same time. Reducing emissions and adapting the city to be resilient to climate change can also deliver social and economic benefits for the city.

## The economic benefits of net zero

Economic assessment work has been undertaken through the **Place Based Climate Action Network (PCAN)** to explore the cost benefits and impacts in meeting net zero.

The economic case for the known possible interventions is classified into three categories:

1. Interventions that produce net returns over their lifetime (Cost-Effective)
2. Pay for themselves over their lifetime (Cost-Neutral)
3. Interventions where the direct costs are not (at present) covered by the direct benefits (Technically Viable). (Table 2).

More than half (51%) of the emissions reduction required to achieve net zero can be met by cost-effective interventions.

A further 14% can be achieved through cost neutral and technically viable interventions. The last 35% would need to be met through innovation and or stretch options (i.e. a full transition to net zero buildings, a rapid acceleration of active travel, a reduction in meat and dairy consumption, an increase in green infrastructure).

Not all of these options need new funding, and some could be delivered by spending

existing resources differently. In addition, the modelling shows how investment in net zero action will offer significant benefits to the city (Figure 4).

Table 2: Cumulated emissions reduction potential by scenario. Based on 2050 baseline. Place-Based Climate Action Network; Achieving Net Zero report

<b>2030 Reduction on BAU Baseline (2050)</b>	Cost Effective	51%
	Cost Neutral	57%
	Technically Viable	65%

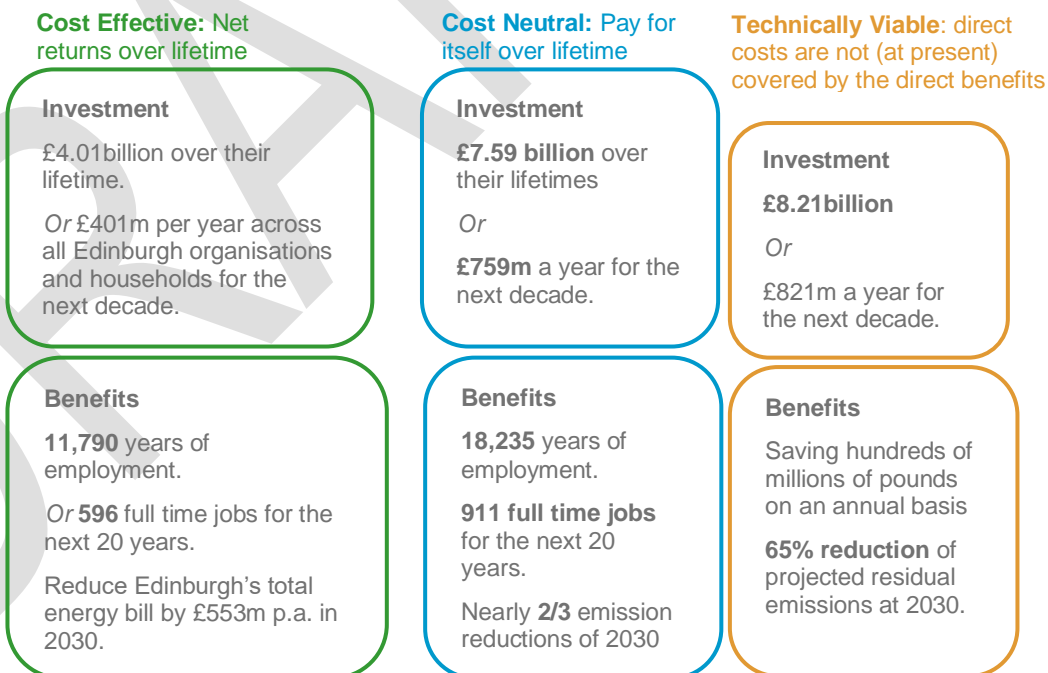


Figure 4: Investment and benefits of net zero. Adapted from A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network

Doing nothing results in costs to the economy and society from having to deal with climate change impacts, such as flooding and outweigh the cost of taking action now<sup>7</sup>.

Research indicates that under a 3.7°C global warming scenario, the climate change cost could total \$551 trillion (twice as much wealth as is in the world today).<sup>8</sup>

### Climate vision and what we want to achieve

Our climate strategy gives us a unique opportunity to think radically and differently about how we live, work, develop and manage the city.

It allows us to shape investment and activity that goes into Edinburgh in a way that meets the net zero target and also delivers better outcomes for the city.

For example:

- Alleviating fuel poverty for residents through improved energy efficiency in housing.
- Stimulating the economy and offer new, local, green jobs through investment in

technology and innovation.

- Protecting and improving the physical and mental health of residents through quality green spaces and ecosystem services (flood alleviation, noise regulation, air purification, carbon sequestration).
- Developing community wealth building as a way to drive the systemic change needed, alongside innovative local ownership models and the new financial, governance, and business models required to deliver net zero action.
- Making it easier for people to travel by wheelchair, bike or by foot, helping to address issues such as poverty, health, and wellbeing.

Tackling climate change must be done in a way that leaves no one behind, ensuring a just and fair transition, and access to good green jobs.

### Biodiversity loss

Alongside the climate crisis, we must also address biodiversity loss. These are twin

### What do we mean by a 'Just Transition'?

A *'just transition'* to a net zero economy is where governments design policies in ways that ensure the benefits of climate change actions are shared widely, and any costs do not unfairly burden those least able to pay.

This vision of a just transition seeks to equip people with the skills and education they need to benefit from the transition to net zero - empowering and invigorating our communities and strengthening local economies.

It means creating positive opportunities for tackling existing inequalities and building a society where climate action improves our collective wellbeing.

**Source:** Adapted from A National Mission for a Fairer, Greener Scotland; Just Transition Commission; 2020

crises which are interconnected and that should be tackled together.

While we act to reduce emissions, we also need to change our relationship with nature to ensure we work with it, and making sure we conserve and restore ecosystems, which are critical tools for Edinburgh addressing climate change.

<sup>7</sup> [Climate change: Consequences of inaction, OECD, Accessed April 2021](#) [The costs of climate inaction, Nature, 2018. Accessed April 2021](#)

<sup>8</sup> [Risks associated with global warming of 1.5°C or 2°C, University of East Anglia, Tyndall Centre for Climate Change Research, May 2018](#)



## Policy context

*To meet our net zero ambitions, we need to take a whole system, city wide approach, ensuring we make the most of every sphere of influence, and every opportunity for transformation the city has available to it.*

In June 2020, the results of the Edinburgh 2050 City Vision project were published, reporting on a three-year conversation with Edinburgh residents on their ambitions and aspirations for the future of the city. Those results set out a vision of an Edinburgh in 2050 being:

- A **Thriving City** that is clean, green and sustainable.
- A **Welcoming City** that is happy, safe, and healthy.
- A **Pioneering City** built on data, culture, and business.
- A **Fair City** that is inclusive, affordable, and connected.



Figure 5: Promotion of the 2050 City Vision

This Climate Strategy is one of a number of plans and programmes designed to transform Edinburgh over the next decade and meet those long-term ambitions.

This strategy does not stand alone, but is part of wider local, national and international policies and programmes.

### Local plans and strategies

**Edinburgh Partnership Community Plan** provides a framework for collaboration between city stakeholders, with a focus on joint working to reduce poverty and inequality within the city and improve the quality of life for all citizens.



Figure 6: The three key priorities from the Council Business Plan

This framework incorporates joint action to deliver a more sustainable future for the city, delivery of which will be informed by this Climate Strategy.

**Council Business Plan: Our Council, Our Future** was published in February 2021 and is built around three priorities to make Edinburgh a sustainable and net zero city by 2030, end poverty by 2030, and ensure wellbeing and equalities are enhanced for all.

This Climate Strategy is a critical part of the delivery programme to meet these ambitions.

**Council Emissions Reduction Plan** - sets out an initial pathway to net-zero for the City of Edinburgh Council by 2030, targeting the Council's major emissions sources. The plan reflects the Council's commitment as a signatory of the Edinburgh Climate Compact.

**City Plan 2030** - will set out the policies and procedures needed to manage the sustainable development of Edinburgh over the next ten years.

Alongside these key plans, delivery of this strategy will also be critical to meeting the city's ambitions for:

- Economic recovery and renewal post pandemic, which will be set out in a new **Edinburgh Economy Strategy** later in 2021.
- A safer and more inclusive carbon neutral transport system described by the **City Mobility Plan**.
- A vibrant and people-focused city centre as described by the **City Centre Transformation Strategy**.
- A fairer, more inclusive city as set out in the **End Poverty in Edinburgh** delivery plan.
- A thriving, green, biodiverse city through the **Thriving Green Spaces**

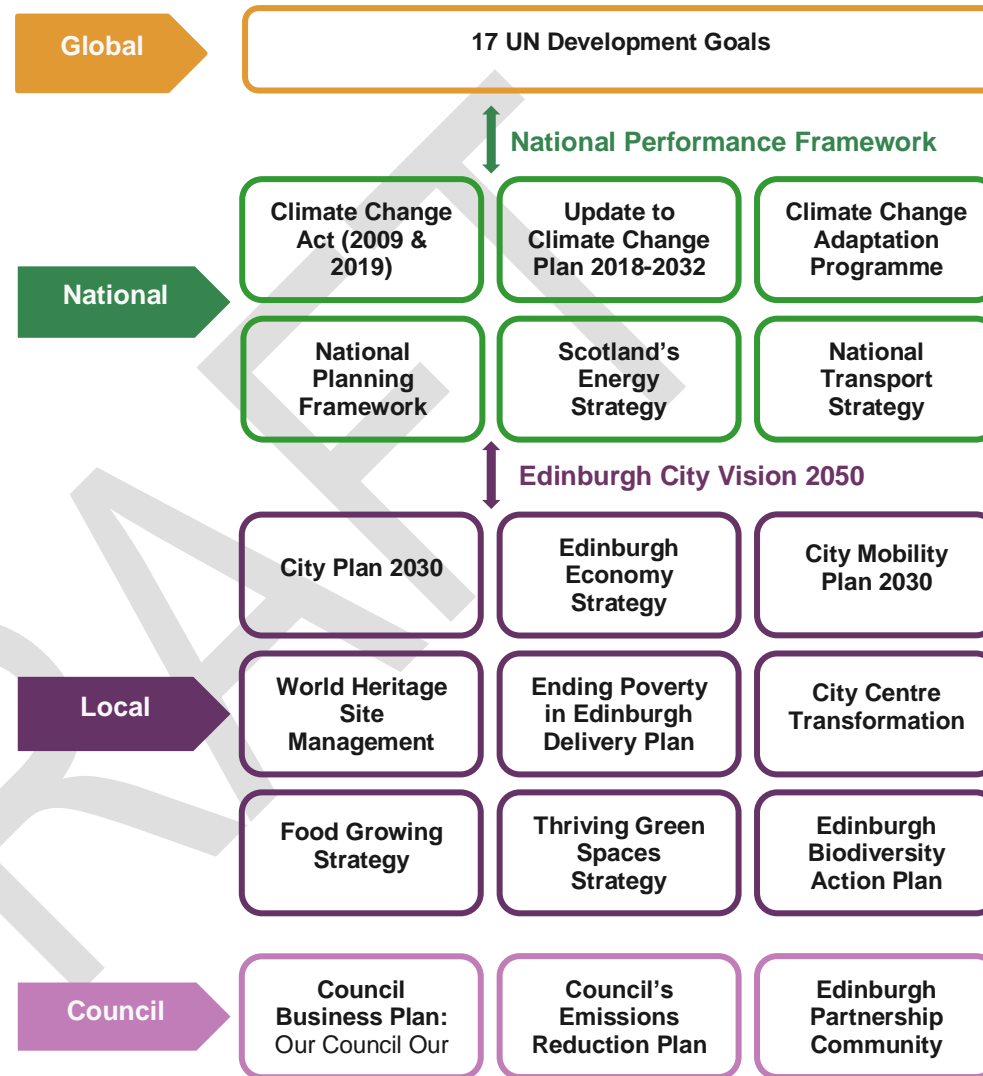


Figure 7: Summary of Policy context to United Nations Sustainable Development Goals

### **Strategy and Edinburgh Biodiversity Action Plan.**

- An outstanding historic cultural city, protected through the **World Heritage Site Management Plan** a vibrant, thriving and sustainable local food economy, as set out in the **Edinburgh Food Growing Strategy**.

### **National policy context**

This strategy is aligned to the national net zero and adaptation programmes and sets actions to deliver net zero ahead of the Scottish target of 2045.

Significant policy frameworks relevant to this strategy include:

- The Climate Change (Scotland) Act 2009.
- Climate Change Plan 2018 – 2023.
- Scottish Climate Change Adaptation Programme 2019 – 2024.
- National Transport Strategy 2020.

- Scotland’s Energy Strategy 2017.
- Scotland’s 4<sup>th</sup> National Planning Framework (in development).

### **UN Sustainable Development Goals**

The UN Sustainable Development Goals (SDGs)<sup>9</sup> have been adopted by all member states. They set out an interlinked set of priorities and actions to end poverty, improve health and education, reduce inequality, and spur economic growth, as well as tackle climate change and working to preserve oceans and forests.

Scotland’s national performance framework (NPF) sets out how the 17 SDGs have been incorporated into 11 cross-cutting outcomes for Scotland which are reported through national indicators.<sup>10</sup>

This Climate Strategy sets out a range of actions which will also support both Scotland’s NPF and the UN SDGs.

<sup>9</sup> [Sustainable Development Goals, United Nations, accessed May 2021](#)

<sup>10</sup> [National Performance Framework, Scottish Government, accessed May 2021](#)



## City partner action to achieve net zero

### Climate Action is already underway

Citizens and city partners can, and already do, take action on climate change. Organisations across the city have their own sustainability plans and programmes of activity that are already reducing the cities emissions. If we are to achieve net zero by 2030, we must all go further and faster.

### The Council has a key leadership role

The City of Edinburgh Council has a key role to play in providing city leadership on climate change.

The Council is a founding signatory of the Edinburgh Climate Compact and has pledged to reduce its own organisational emissions to net zero by 2030.

It has also committed to using the levers that are within the control or influence of the Council to enable net zero action in the city. These levers include the ability to:

- Build strategic relationships and collaborations for change.
- Deliver high-quality low carbon infrastructure and services.

- Make strategic investments to drive change.
- Lobby for change as the capital of Scotland and a major UK city.

### Collaborations

To maximise the Council's levers to influence change, we need to work with partners, using the city networks, and partnerships to promote opportunities to co-produce and implement real change.

### Infrastructure and services

The Council has responsibility for managing and investing in key infrastructure, including housing, transport and the built environment, which can help create conditions that will support the city's transition to net zero and climate resilience.

As a major service provider for the city, the Council can also help deliver changes that support net zero. For example, through waste and recycling, providing sustainable public transport and planning frameworks.

### Strategic Investments



The Council can use its considerable spending power to promote fair net zero business practices, using community benefit clauses to maximise social and environmental value for the local community.

These benefits include green jobs and training opportunities, a strengthened civil society, improvements to the local environment and mitigation of climate change impacts.

The Council can also influence strategic investment programmes (including its investment in active travel infrastructure, house building and retrofitting operational estate) to create new supply chains and green growth opportunities for the city.

### Influencing for change

The Council has significant lobbying power as the capital city of Scotland to work with all levels of government to influencing policy and legislation.

This includes opportunities to advocate for greater investment in tackling climate change and strengthened powers for local government to take net zero action change across the city.

## Transforming the city means we all need to change, and that change must accelerate quickly

No single city partner acting alone has all the powers, resources or capacity needed to achieve net zero. Transforming Edinburgh to become a net zero city by 2030 will mean city partners, citizens and communities working together in new ways.

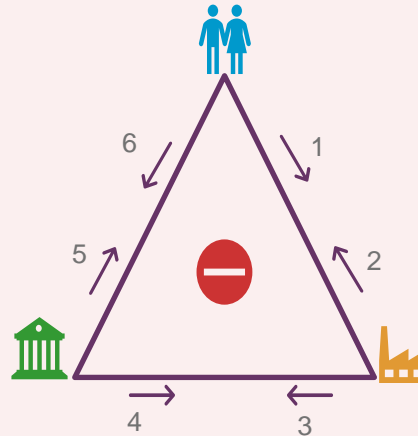
All of us will need to be willing to change the way we do things. Whether that's the choices people make in their everyday lives, the way small businesses operate, or the strategic, policy and spending decisions made by public and private sector organisations.

As part of a strategic city approach, Edinburgh's impact on emissions will be far greater than the sum of its parts. As a result, the Council will convene key city partnerships to collaborate on and deliver this strategy's aims. This collective effort will ensure Edinburgh can make fast progress and be at the forefront of funding opportunities to invest in change.

## Asks of city partners

To help drive change we're setting out a number of strategic asks of the key sectors within the city, focused on the actions which will have the most impact;

### Overcoming the inaction triangle



1. "Industries need to propose low carbon solutions"
2. "Consumers need to send a clear message through their purchases".
3. "The Government needs to change the rules of the game (funding, regulation etc)."
4. "Large businesses have more financial resources to start the change."
5. "We need to feel that decisions are backed by citizens"
6. "The Government needs to act first."

**Shifting the responsibility to others delays action. We all need to act together.**

Figure 8: Overcoming the Inaction Triangle. (Adapted from Pierre Peyretou) <https://pierre-peyretou.medium.com/climat-10-minutes-pour-cadrer-un-d%C3%A9bat-maintenant-on-fait-quoi-361beb5b8251>

targeting partners with the greatest emissions and the greatest power and resources to make change.

We are asking:

**All city partners** to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions, adopt sustainable business practices and support their staff to make more sustainable choices in their professional and private lives.

**Citizens** to make more sustainable choices in their everyday lives and use their democratic and purchasing power to support change in others.

**Civil Society** to support ongoing open dialogue about the transformation which needs to happen in the city and how we can collaborate to take decisions and deliver change together.

**Public bodies** to join up budgets and work together in a place-based way to create economies of scale and design services and new infrastructure around the needs of communities. Using their purchasing power to encourage markets

and green supply chain and skill development.

**Edinburgh Climate Commission** to challenge the public sector to go faster and further on tackling climate change and call on the private sector to play a greater role in supporting change. The Commission must hold Edinburgh to collective account, while offering expert advice and support for change through initiatives like the Edinburgh Climate Compact.

**Investors** to invest in and help city partners develop a pipeline of scalable projects to attract capital into the city. For programmes that deliver social, economic and environmental benefits, as well as financial returns.

**Developers** to make the transition to net zero practices now, moving faster than national regulatory requirements, to ensure Edinburgh can lead the way on net zero development and growth.

**Businesses** to adopt net zero business models as part of a green and resilient Edinburgh economy. Invest in sustainable practices which also benefit the communities they're a part of.

**Edinburgh's universities** to turn their academic expertise into support for net zero programmes and projects. Unlock the data, innovation and research city partners need to adopt change with confidence.

Target the skills needed to deliver the city's transition.

**The Scottish Government** to provide a progressive legislative and regulatory framework, which enables local government. This needs to be devolved at the appropriate level to support scale and speed of action in Edinburgh. Lead on communication and information that supports behaviour change alongside the resources needed to help citizens and city partners make them in our homes, communities and places across the city.

### Edinburgh Climate Compact

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.

Signatories to the compact promise to make changes within their own organisation and sector which will support the radical reduction of Edinburgh's greenhouse gas emissions and contribute to a green recovery for the city.

The compact also asks signatories to publish their current emissions and information about their actions to reduce climate impacts, and undertake benchmarking activities.

The compact currently has 12 signatories from across the public and third sectors, as well as from the construction, finance, festivals, energy and higher education sectors.



## Strategic approach

*This strategy sets out the clear and practical steps Edinburgh will take to tackle the challenge of climate change and achieve our aim of becoming a net zero city by 2030.*

Throughout this strategy, the Council and key city partners are focused on putting in place actions we can implement now, using approaches that we know work, and drawing from learning and experiences from other cities.<sup>11</sup>

### Principles

In developing this strategy, our approach has been guided by six core principles:



**A Just Transition:** We will look to maximise the job creation and

other co-benefits of the transition to net zero - focusing on fair work, tackling poverty and inequality and ensuring that everyone can share in the city's success



**Preventing future emissions and adapting to unavoidable climate change:** We will take actions and changes that prevent future emissions, as well as reducing those we currently emit. We will focus on adapting the city to be resilient to the unavoidable impacts of climate change.



**Place based, 20-minute neighbourhoods:** The creation of sustainable, 20-minute neighbourhoods across Edinburgh is one of the single most fundamental changes we can make to ensure we meet our net zero commitment.

This means finding ways to make sure citizens can access the services and amenities they need within a short trip from home, by wheelchair, walking, cycling or using public transport.



**Energy efficiency:** Improving the energy efficiency of buildings in Edinburgh is critical to our approach. We will adopt fabric first approaches to new developments in Edinburgh, seeking to reduce energy demand and emissions, whilst also reducing ongoing operational and maintenance costs.



**Electrification First:** The future needs of the city will create increased demands on the infrastructure supporting our energy supply. We need to ensure the network's capacity can withstand the substantive increases in electricity demand while keeping an open mind to innovation of other energy sources such as green hydrogen.



**Progressive Policy:** To deliver change we will work with the Scottish Government to develop regulatory frameworks that are progressive and promote innovation and create incentives for citizens and businesses to make practical changes in the way they live and work.

<sup>11</sup> Key city partners who have agreed to support the delivery of actions are named against the relevant actions within each chapter. It is

envisioned this list will expand following consultation on this strategy.

# Governance

Achieving net zero by 2030 will require city-wide co-operation at a level, depth and pace that will challenge citizens and city partners to hold each other to account for delivery.

Figure 9 sets out proposed governance and delivery arrangements to support the city to deliver on the net zero strategy.

A Climate Delivery Group will bring city partner Chief Executives and senior officers together to:

- Provide operational oversight.
- Align city partners' mainstream programmes and budgets to support net zero.
- Hold delivery mechanisms to account.
- Scrutinise performance, including city emissions reductions.
- Be accountable to their individual organisation for participation and delivery, in-line with their own political or organisational governance arrangements.

The City of Edinburgh Council will provide political leadership through its role as a sphere of government which is

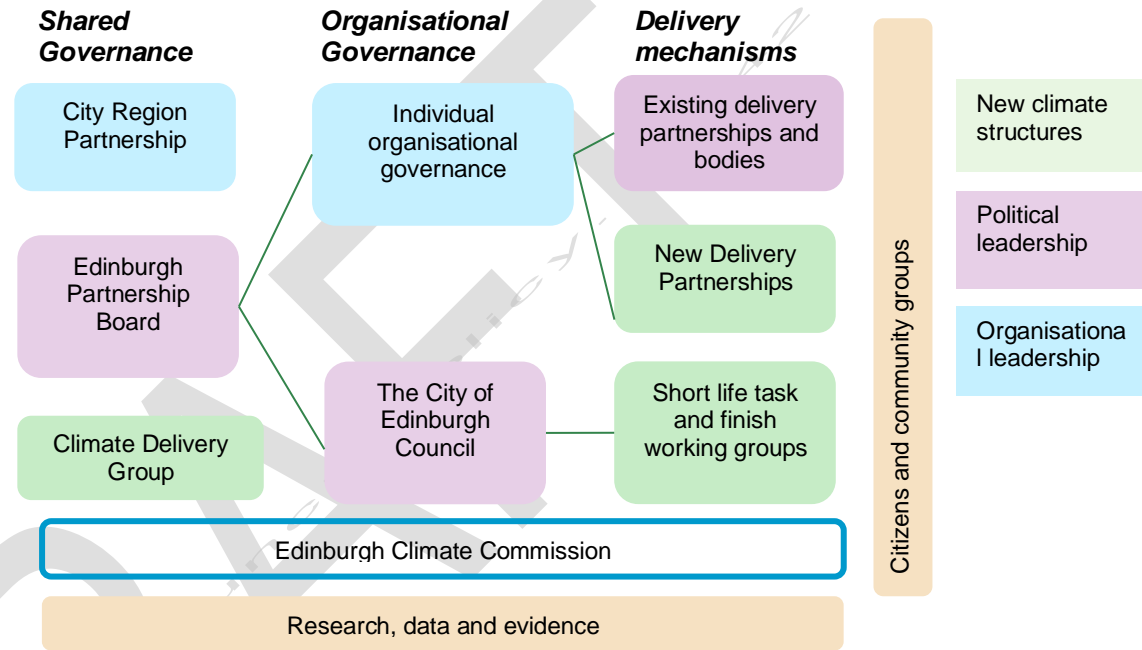


Figure 9: Proposed governance and delivery arrangements for city net zero strategy

accountable to citizens, working with city partners through shared governance structures including the Edinburgh Partnership Board and the City Region Partnership.

Delivery mechanisms will be focussed on harnessing capacity to deliver the strategy's actions. This will include:

- Engaging city partners and securing buy-in.

- Fostering strategic collaboration.
- Developing implementation plans and co-ordinating delivery.
- Securing external knowledge and technical expertise.
- Developing investible proposals and projects.



- Developing and testing innovative finance models.
- Exploring special purpose vehicles, such as community-owned or arm's length energy services companies.

There are many delivery groups, boards and partnerships that have a role to play in delivering the strategy. Existing groups are shown in purple and blue and are listed by way of example.

New structures are shown in green and will be convened to bring together resource and expertise across the city to lead specific strategic action programmes.

It is envisioned that working groups are temporary, that additional working groups will be created as required, and that they will operate on a '*task and finish*' basis – so that the overall structure is agile and focused on delivery.

Edinburgh's independent **Climate Commission** has a remit to influence and provide constructive challenge and

expertise to support the delivery of the strategy.

The Commission is co-sponsored by the Council and has a role in acting as a '*critical friend*' to public sector partners. They will challenge them to go further or faster where needed and supporting whole system change by calling on wider city partners, including citizens and businesses, to take action on climate change.

The strategy's delivery will be informed and driven by citizens' views, through the Council's democratic processes, through the work of the Commission, and through direct engagement and collaboration on delivery to co-produce better outcomes for communities.



# Net zero, climate resilient development and growth

## The city's needs are growing

Like many cities, Edinburgh is growing, with our population expected to increase by 6% to **over 560,000 people by 2030**. This will bring new skills to the city and help our communities thrive. Population growth also creates demand for high-quality, affordable housing and new local services and facilities, with the city estimated to require a minimum of **50,000 new homes by 2045**.

We need to be able to meet those needs in a sustainable way which manages demand for land and the creation of new infrastructure such as roads.



**Population:**  
**+13 %** between 2017 and 2045

- +43% aged 75 and over
- +26% pensionable age
- +12% working age
- *Stable* children population



**Households:**  
**+21% between 2018 and 2045**  
(~ 49,000 new homes)

Figure 13: Population projections for Edinburgh [NRS Scotland - Population Projections for Scottish Areas (2018-based): Data Tables, Table 3]

## We need to adapt our places and communities to be resilient to climate change

Climate change will bring increased flooding, coastal erosion and more frequent severe weather – causing damage to property and disruption for citizens. We need to adapt our communities, economy, natural and built environment to be resilient to the unavoidable impacts of climate change.

## Development can secure social climate and economic benefits for the city

In developing the city sustainably, we have an opportunity to ensure investment in infrastructure delivers social, climate and economic benefits. We have choices about where and how this development is delivered, and an opportunity to ensure it creates local jobs and skills opportunities, uses innovative construction methodologies to minimise emissions and re-invigorates the city's urban environments.

## Our vision for 2030

### We will create resilient places and spaces for low-carbon living

We will provide for Edinburgh's population growth, by re-using land that has already been developed (i.e. brownfield or vacant land). The city will grow sustainably, improving biodiversity across the city and the public health of citizens.

Our residents will live in high-quality net zero affordable homes that are resilient to climate change, in thriving low-traffic neighbourhoods that meet their everyday needs – whether that be for work, family or leisure time and reduce

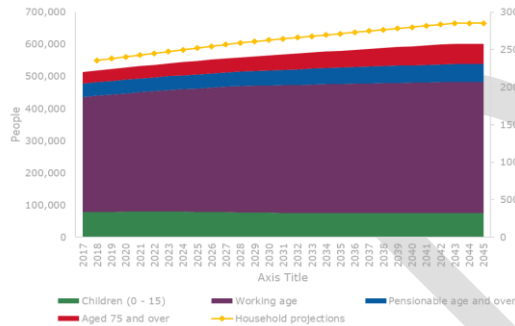


Figure 12: Population projections for Edinburgh by 2045 [NRS Scotland - Population Projections for Scottish Areas (2018-based): Data Tables, Table 3]

the need to travel to other parts of the city.

New developments will provide new and better spaces for leisure, nature, and community food growing that improve residents' wellbeing and quality of life.

Edinburgh will be cleaner and have more greenspaces and natural habitats that we allow to flood periodically, as a way to help manage increased rainfall. People's gardens will have fewer hard surfaces and more natural space to help rainwater drain and provide habitats for wildlife. Natural habitats will be preserved across the city to help improve air quality, increase the variety of plants and wildlife, and protect the city from flooding and other climate change impacts.

### Our strategic approach

To ensure the city is able to grow sustainably, we will set **high development standards** and put in place new planning policies that **enable net zero growth** through a new local development plan – designing in **climate resilience** and **biodiversity enhancement** to deliver a 'climate ready city'.

<sup>12</sup> [Edinburgh Adapts \(2016-2020\)](#) was Edinburgh's first vision and action plan to adapt

We will prioritise **re-using land** that has already been developed to protect the city's greenspaces; test **innovative approaches to resilient net zero development**; and roll out place-based approaches through **20-minute neighbourhoods** which support citizen wellbeing.



#### Understanding the risks climate change presents for the city

We know that climate change will impact on all sectors of the city, but we do not have sufficiently robust and detailed data driving investment decisions.

We will carry out a city-wide climate change risk assessment and economic analysis so that we understand the costs of failing to adapt, and the wider economic and social benefits that adaptation projects can deliver – using this to provide a robust evidence base for investment.



#### Working in partnership to deliver a whole-city approach to adaptation

City and region partners will work together to tackle regional and cross-

and prepare the city for the impacts of unavoidable climate change.

border climate impacts, including coastal and river flooding, damage to infrastructure and transport disruption. Where possible, this will prioritise 'nature-based solutions' such as rain gardens and flood plains – helping to protect and enhance our natural and built environments.

As the next phase of Edinburgh Adapts<sup>12</sup>, the Council will convene city and regional partners to collaborate on a long-term 'Climate Ready Edinburgh' plan.



### Delivering a transformed city centre

In 2019, the Council set out a ten year ‘City Centre Transformation Programme’ which will see the heart of the city re-designed to deliver cleaner, greener public spaces which prioritise access for walking, wheeling and cycling, and public transport. The economic recovery of the city centre post-pandemic will be a focus of a refreshed Edinburgh Economy Strategy, incorporating a specific City Centre Recovery Action Plan.

Future city development will ensure social, economic and climate benefits are evenly distributed beyond the city centre, by developing connected and climate resilient net zero neighbourhoods that strengthen local economies and improve people’s health and wellbeing.



### Ensuring our buildings, homes and infrastructure are climate resilient

We will lay new planning policy foundations in the City Plan 2030.<sup>13</sup>

We will work with property owners, developers and the construction sector to improve design and the quality of buildings, to support climate resilient

### Case Study: Using blue and green infrastructure to reduce flood risk

Rain gardens significantly reduce flood risk, protect rivers and waterways, and provide wildlife habitats by capturing water and slowing the rate at which it enters the drainage system. The Royal Botanic Garden Edinburgh is using its rain garden to manage flooding across the garden and to study what trees, shrubs, and wildflowers are best suited for rain gardens.<sup>1</sup>

Similar to rain gardens, Edinburgh has a number of green roofs and hollows that provide nature-based solutions to intense rainfall and flooding, and [10,000 Rain gardens for Scotland](#) mapping these sites.

**Source:** [Royal Botanic Garden Edinburgh \(RBGE\)](#)

place-based approaches to development and infrastructure. This will include utilising green and blue infrastructure (such as green roofs and urban ponds) and permeable surfaces to reduce flood risk and improve air and water quality.

Working with Edinburgh World Heritage and Historic Environment Scotland, we will develop a plan to adapt Edinburgh’s

due to be submitted to the Scottish Government for examination in 2022 and adopted in 2023.

### Investing in housing

The Council plans to spend £2.8 billion of capital investment over ten years to deliver 10,000 new sustainable and affordable homes by 2027, and to modernise existing Council-owned homes to be energy efficient

**Source:** [City of Edinburgh Council Budget 2022/23](#)

UNESCO World Heritage site to be resilient to climate change in a way that protects its heritage values.



### A new approach to urban living

Through the City Plan 2030, the Council will work with developers, investors and landowners to deliver climate resilient net zero development in the city – ensuring that wherever possible housing demand and other development needs are met by re-using land that has already

<sup>13</sup> Local Development Plans are prepared through a statutory process. Edinburgh’s City Plan 2030

been developed, helping to manage pressure on greenfield land.

This means that more new developments will be higher density and mixed use, in sustainable locations, with easy access to jobs and services.

Neighbourhoods like these will help cut emissions by reducing the need to travel and will create markets for new local businesses, helping to create more local jobs and strong local economies that build community wealth.

**Making the most of nature**

The Council is committed to improving our parks, food growing sites and urban forests, and has secured £4.5 million of capital investment in 2022/21 to support this.

Source: [City of Edinburgh Council Budget 2022/23](#)



**Low carbon affordable housing**

Through a 10-year strategic housing investment plan, the Council will lead the way in ensuring all major new Council-housing is constructed to a new net zero design brief, which includes use of low and zero carbon technologies as an



Figure 13: Features of a 20-minute neighbourhood Source: Improvement Service: Comparing the 20-Minute Neighbourhood and Traditional Scenarios in Edinburgh Local Development Plan: a Rapid Scoping Assessment

alternative to gas boilers. This will be ahead of the Scottish Government 2024 deadline for new builds to have zero emissions heating systems.<sup>14</sup>

We will work with national and local partners, to deliver an Edinburgh Homes Demonstrator that tests off-site construction methodologies and will roll

<sup>14</sup> [New Build Heat Standard: scoping consultation, Scottish Government, December 2020](#)

out success across city region partners' housing pipelines.



**Building resilient communities by re-designing services to localise support**

By joining up services and thinking differently about how buildings are used, we can free up resources to invest in our best buildings to make them more energy efficient and develop them as 'community hubs' where people can access a wider range of services locally.

We will work with public, community and voluntary sector partners over the next 10 years to radically re-design services across local hubs in line with the 20-minute neighbourhood model (see Figure 13).

This will deliver improved services to areas experiencing inequalities; focus on natural town centres; and ensure more rural communities can access services with minimal travel.



**Prioritising water management and nature-based solutions to climate impacts**

We will prioritise nature-based solutions to water management, carrying out a Strategic Flood Risk Assessment to understand the risk to the city's homes

**Case Study: Collaborative innovation in infrastructure**

The [Centre for Future Infrastructure](#) serves as a hub for the university sector, industry, government and beyond, to collaborate and turn ideas into practical opportunities and applications.

The types of projects underway include:

- data analysis to reduce waste and maximise recycling
- improving flooding warning systems using satellite moisture readings
- modelling 20-minute neighbourhoods
- developing digital models of physical infrastructure (digital twinning) to enable testing and simulation.

and delivering a long term and sustainable approach to water management across the city.

We will create a 'green and blue network' of connected waterways, greenspaces, and active travel routes that will provide enhanced environments for citizens and protect the city's wildlife.

This network will be complemented by an Ecological Coherence Plan and Edinburgh Million Tree City initiative to provide nature-based solutions to flooding, improving air quality and

reducing the urban heat effect through shading and cooling.

We will deliver development frameworks that adapt the city's coast to be resilient to climate change. We will begin with the delivery of a **new coastal park** as part of the **redevelopment of Edinburgh's Waterfront** that will create jobs and provide high-quality greenspaces, supporting biodiversity and providing outdoor recreation space.



**Innovation in city development**

We will **deliver ambitious net zero developments at Granton Waterfront and the BioQuarter**, creating centres of excellence and using green and blue infrastructure, like living roofs, ponds and rain gardens, which enhance the city's natural habitat and build communities that are resilient to flooding and other impacts of climate change.

City partners will work with the development sector and research and innovation partners to test and develop innovative approaches to construction, energy generation, and community wealth-building.

## Outcomes: Net Zero Development and Growth

- People can access the support they need in the place they live and work and local neighbourhoods are resilient to the impacts of climate change.
- City development and investment deliver net zero growth and economic opportunities that protect and enhance the environment.
- The city's wildlife is thriving, and biodiversity is enhanced, protecting the city's ecosystem and helping absorb carbon.

### Lead actions

Action	Next steps	Indicative delivery timeframe	Partners
<b>1. Long term planning on climate risk and cost</b>	<ul style="list-style-type: none"> <li>● The Council will convene city and region partners to collaborate on a long-term '<i>Climate Ready Edinburgh</i>' plan</li> <li>● Undertake a city-wide climate change risk assessment and cost analysis</li> </ul>	2021-2022	National and Regional planning partners, Edinburgh Adapts Steering Group, Edinburgh Climate Change Institute, Adaptation Scotland
<b>2. Laying the policy foundations</b>	<ul style="list-style-type: none"> <li>● Set new planning policy and guidance within the City Plan 2030</li> <li>● Work with developers, investors and landowners to deliver net zero development of the city</li> </ul>	2021–2023	City partners, The Council, Edinburgh Biodiversity Partnership, the Scottish Government, private sector developers, construction industry, Edinburgh Living Landscape Partnership
<b>3. Re-designing services to meet citizen's needs locally</b>	<ul style="list-style-type: none"> <li>● Re-design services and amenities to deliver sustainable 20-minute neighbourhoods across hub locations</li> </ul>	2021 onwards	NHS, higher education sector, voluntary sector organisations, Police, Fire
<b>4. Leading the way on net zero development</b>	<ul style="list-style-type: none"> <li>● All new Council-led housing developments with the 10-year sustainable housing investment plan will be net zero</li> <li>● Deliver an off-site net-zero construction methodology demonstrator project</li> </ul>	2021 – 2030 2021 - 2023	The Scottish Government, Scottish Futures Trust, Construction Scotland Innovation Centre, Edinburgh Napier University, and Offsite Solutions Scotland

<b>5. Using blue and green spaces to protect communities from climate change</b>	<ul style="list-style-type: none"> <li>• Deliver a network of green and blue spaces across the city which help protect our communities from climate change impacts, provide active travel routes, and protect and enhance the city's natural environment and biodiversity</li> </ul>	Strategic Flood Risk Assessment 2021, Green/Blue Network 2021–2023	The Council, Lothian Strategic Draining Partnership, Edinburgh Living Landscape Partnership
<b>6. Meeting adaptation challenges with nature-based solutions</b>	<ul style="list-style-type: none"> <li>• Deliver nature-based solutions to the impacts of climate change, beginning with the Edinburgh Million Tree City initiative</li> <li>• Develop an Ecological Coherence Plan for the city</li> </ul>	Adaptation Plan 2022–2030	The Council, Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership
<b>7. Develop a long-term and sustainable approach to water management across the city</b>	<ul style="list-style-type: none"> <li>• Deliver a Water Management Vision and Strategy identifying the risks and co-ordinating actions to alleviate impacts from all sources of flooding in the city</li> <li>• Integrate design for water and flooding within the urban landscape using blue-green infrastructure</li> </ul>	2021 - 2030 2021– 2030	Edinburgh and Lothians Drainage Partnership (the Council, SEPA, Scottish Water)
<b>8. Protecting the City's coast</b>	<ul style="list-style-type: none"> <li>• Adapt the city's coast to be resilient to climate change, beginning with delivering around 200 hectares of new and enhanced coastal park in north west Edinburgh</li> </ul>	2024 - 2030	The development sector, the Council, University of Glasgow, Transport for Edinburgh
<b>9. Delivering rapid whole-system change</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to use the lessons from responding to Covid to enable accelerated local action and decision making on tackling the climate emergency</li> </ul>	2021–2023	The Council, the Scottish Government
<b>10. Shared risk-taking to develop innovative solution</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to collaborate with the Council on shared risk-taking to develop innovative solutions to tackling climate change - for example by exploring regulatory 'sandboxes' for key demonstration projects to support the testing of new approaches within more permissive and flexible frameworks</li> </ul>	2021 - 2030	The Council, the Scottish Government
<b>11. Embed net zero requirements</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to embed net zero requirements into new and existing policy, legislation, regulations and statutory guidance</li> </ul>	2021 - 2030	The Scottish Government





# Net Zero Energy Generation and Energy Efficient Buildings

**Energy to heat and power Edinburgh's buildings is one of the biggest sources of greenhouse gas emissions in the city.**

Energy accounts for 68% of the city's emissions, with around half of this coming from domestic homes. Natural gas accounts for 35% of the city's emissions, with around two thirds of domestic energy, and around 40% of non-domestic, currently provided by gas.

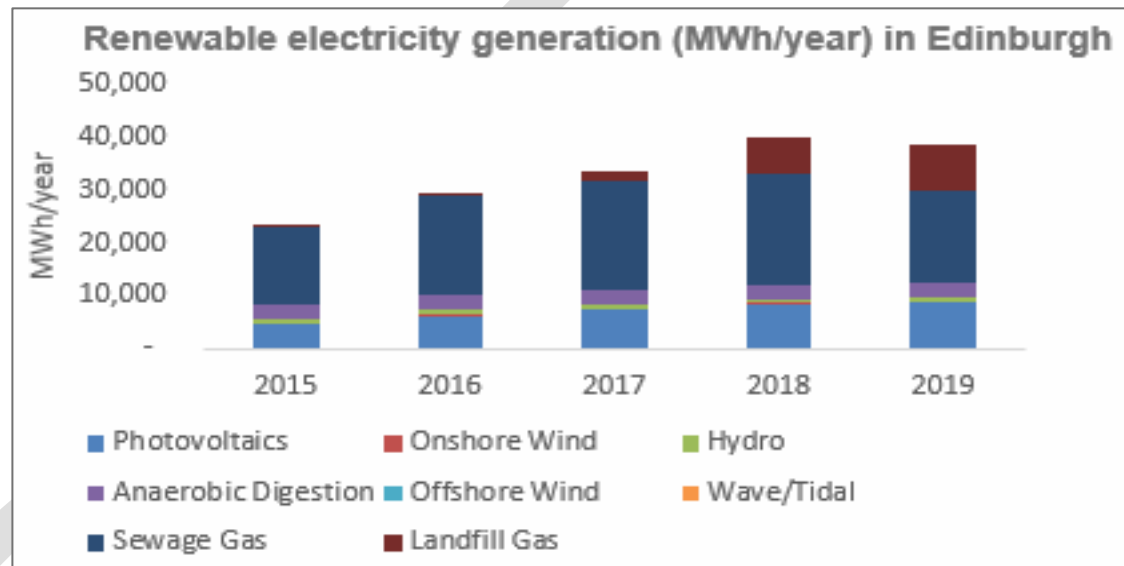


Figure 14: Renewable electricity generation (MWh/year) in Edinburgh. (Source: Department for Business, Energy and Industrial Strategy (BEIS) - Renewable electricity by local authority, September 2020)

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### Local renewable energy generation levels are low

The cost of electricity in comparison to gas is currently high, and Edinburgh has relatively low levels of local renewable electricity generation (currently only 2% of the city's total electricity consumption).

### The city is growing, and energy demand is set to increase

The city is growing, with more people, new developments and more buildings across the public, private, commercial and domestic sectors driving the need for city-wide heat and energy generation and distribution solutions.

This will create increased demands on the infrastructure supporting our energy supply, with peak demand across the UK estimated to increase between 33% and

58% by 2050.<sup>15</sup>

### The city's energy networks and supporting infrastructure need to change at speed

Local heat and energy generation and distribution (including heat networks) is largely considered on a development-by-development basis. This means as a city we need to make decisions in a more

<sup>15</sup> [Future Energy Scenarios, National Grid, July 2020](#)

strategic way, and position Edinburgh to maximise the commercial, carbon reduction, energy savings and resilience benefits potentially available.

Green hydrogen may be able to offer future solutions, but the technology is still being developed and tested, and future requirements for hydrogen-ready

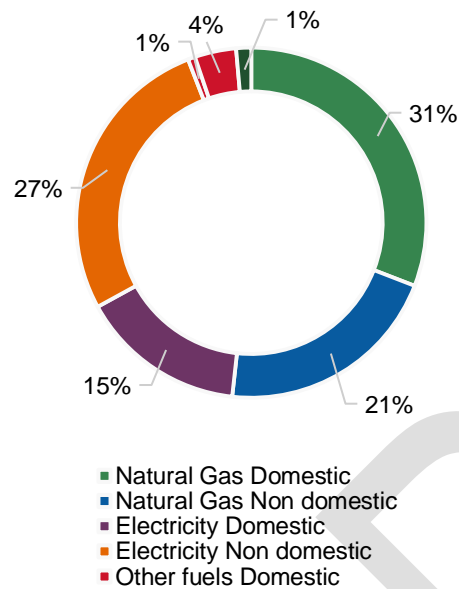


Figure 15: Energy consumption by fuel source: (Source: Edinburgh Carbon Scenario Tool, based on Department of Business, Energy and Industrial Strategy (BEIS) datasets (2017/18 data))

appliances and a gas grid supporting it are not yet clear and still being piloted through innovative projects like H100 Fife or Hy4Heat.<sup>16</sup> While maintaining watch on this innovation, the city will take an electricity first approach to meeting the city’s needs.

**Reducing emissions also requires more energy efficient buildings.**

Poorly insulated buildings, inefficient energy use, and increased energy demand, mean that the city’s energy bill is expected to grow to just over £872 million per year by 2030. This impacts the 21% of households in Edinburgh who are ‘fuel poor’, including 11% (about 25,000 households) in extreme fuel poverty<sup>17</sup>.

**The city has a high proportion of older buildings which need adapted to be energy efficient and resilient to the impacts of climate change**

Edinburgh has a rich mix of heritage buildings and buildings in conservation areas which are an asset to the city’s cultural wealth. These buildings make a major cultural, social and economic contribution to the city. While these buildings require a lot of energy to heat

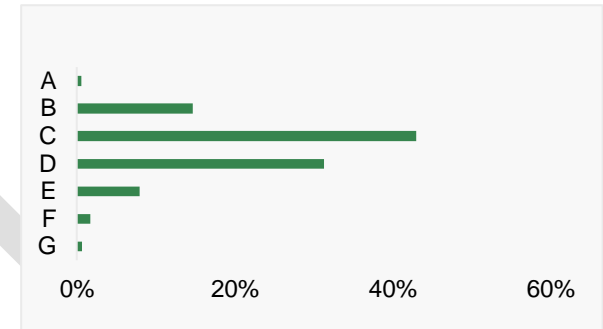


Figure 16: Scottish domestic building energy performance Source: <https://statistics.gov.scot/data/domestic-energy-performance-certificates> (Data available for 4,905 properties only out of 238,269 households)

and a bespoke approach to their adaptation, keeping them well conserved and maintained can improve their energy efficiency. Edinburgh’s Old and New Town is an UNESCO World Heritage Site and is already feeling the impacts of climate change. As well as its historic and cultural importance, it is a place where people live, work and study.

Around 48% of Edinburgh’s homes were built pre-1945, with many requiring essential maintenance repairs and upgrading (‘retrofitting’) to become more resilient to future climate change and energy efficient.

42% of homes have energy performance certificate ratings of D or lower and regulations proposed by the Scottish

<sup>16</sup> [H100 Fife, SGN, accessed June 2021](#); [hy4heat, accessed June 2020](#)

<sup>17</sup> [Scottish House Condition Survey, Scottish Government, accessed June 2021](#)

Government in the national draft Heat in Buildings Strategy would mean that by 2035, all domestic properties will need to have an EPC rating of C or higher. For Edinburgh, this could be as many as 100,000 homes in Edinburgh that will require retrofitting.

Only 15% of homes in the city are owned by the local authority or housing associations<sup>18</sup>. This means the city is dependent on businesses, owner-occupiers and private landlords investing in their buildings if we are to reduce the city's emissions and ensure buildings are climate resilient, with communal spaces and mixed-tenure buildings requiring owners to co-operate on organising retrofit works.

Many of Edinburgh's residents will need financial support to be able to meet the costs of retrofitting their homes to the required standards, and to reduce energy demand to a level where non-gas heating systems are affordable to run.

### **The costs of upgrading the city's public buildings are significant**

Public sector partners also own large amounts of operational estate across the city, with the Council alone owning over 600 buildings – around 40% of which

were built within the last 50 years, with 30% being over 100 years old. Other city partners, such as Edinburgh's universities and the NHS, face similar estate challenges.

The age, range, and complexity of the city's operational estate means the costs of retrofitting large operational buildings to become net zero is significant, and current financing models for resourcing retrofit have limited commercial return, making it difficult to lever the external investment needed.

Retrofitting large operational buildings takes a long time and comes with significant disruption to services given the number and size of buildings.

### **Ensuring action on energy delivers wider social and economic benefits**

We have an opportunity to make investing in energy infrastructure and retrofitting the city's buildings an investment in Edinburgh's economic recovery.

Heat and energy development offer opportunities for public and private investment at scale, and with confidence in revenue-generating infrastructure. Improving the energy standards of our

buildings and developing new energy infrastructure presents opportunities to generate new markets, creating local jobs and skills development opportunities, delivering financial returns to be re-invested locally, which supports community wealth-building and a just transition to net zero.

## **Our vision**

**Our vision is that by 2030, citizens and businesses will be heated and powered by clean energy, and we will all live in homes that are warmer and healthier to live in**

Better-insulated, energy efficient buildings will have significantly **reduced energy demand, helping to lower costs**, and will be heated and powered by **clean energy** – including more locally generated or community-owned renewable energy – helping to reduce the risks of energy insecurity.

Financial assistance will be available for citizens on lower incomes to help meet the costs of retrofitting their homes – **reducing running costs**, which in turn will help tackle fuel poverty.

<sup>18</sup> : [Scottish House Condition Survey: Local Authority Analysis 2017-2019, Scottish Government, February 2021](#)

Public services will be collocated in a smaller number of **high-quality energy efficient buildings**, that make better use of what we retain, to offer **joined up local services** that better meet our resident's needs, and deliver savings to the public sector that can be re-invested in services.

We will have preserved our UNESCO World Heritage site and historic buildings, taking an 'Outstanding Universal Value' approach, and protecting the embodied carbon they hold. The rest of our homes and city buildings will be fully adapted to our changing climate and will have heating and cooling systems that are able to deal with wetter winters and hotter summers

The scale of the work required to improve Edinburgh's buildings and energy infrastructure means we will create local jobs and skills development opportunities – allowing us to support local businesses and **build community wealth**.

## Our strategic approach

We will lay the foundations for change by **understanding energy demand** across the city and setting **progressive planning policies** that support change.

We will bring partners together to create an **energy masterplan** for the city and

collaborate on **exemplar retrofit pilots**, using the learning to develop **joint city retrofit plans** that secure economies of scale.

We will **align city investment** in public buildings and energy infrastructure to support **20-minute neighbourhoods**, and we will **support citizens and businesses to invest** in their buildings. We will target this work to ensure it supports **community wealth building** and a **just transition** to a resilient net zero city.



### Energy efficient new buildings:

National requirements for new domestic buildings are set to change, with no new developments being permitted to connect to the gas grid from 2024. If we are to meet our ambition for Edinburgh, we need to **go faster on low carbon heat**.

'City Plan 2030' will set high **energy standards** in new developments and require the use of **low and zero emissions technologies** to heat and power the city's new buildings.



### Planning for a clean energy future:

To deliver change to heat and energy over the next 10 years, we will undertake data-led energy mapping across the city to better understand current and future demand, and the

opportunities for new local generation and distribution systems,

The Council will enter into a strategic partnership with SP Energy Networks to align investment in the grid and associated infrastructure with the city's future energy needs. This will help ensure the grid is able to meet increased demand and infrastructure is improved at strategic locations which support city development.

We will establish a new City Heat and Energy Partnership with key public and private sector organisations. The partnership will be tasked with co-ordinating investments and supporting the delivery of flagship actions for the city.

The partnership will develop a city-wide heat and energy masterplan which will incorporate a Local Heat and Energy Efficiency Strategy align current and future grid development to the city's energy needs.

The strategy will also include support for renewable energy, micro grids and measures to lower the cost of electricity

and tackle fuel poverty, as well as meeting national requirements<sup>19</sup>.

This will include working with Edinburgh and South East City Region Deal partners to develop regional renewable energy solutions. This work will draw on the region's wind, geothermal, hydro and solar assets and will look to learn from the H100 hydrogen pilot.



#### **Investing in energy:**

To deliver the city energy masterplan, the partnership will work with the Scottish Government and private and public sector partners to develop a long-term shared investment strategy and delivery mechanisms. This work will focus on maximising opportunities for local revenue generation and securing a clean and affordable renewable energy infrastructure for citizens and businesses.



#### **Developing heat networks:**

The partnership will work with communities and developers to deliver heat networks that meet the needs of key public sector buildings and major new developments across the city (focussing initially on major new

developments at Granton Waterfront and the BioQuarter).

The Council will identify heat network zones, in line with emerging regulatory requirements. It will work with developers to further expand heat networks and will ensure all Council-led infrastructure investment plans will seek opportunities to connect to heat networks as they are developed, beginning with the Council's learning estate programme.

#### **Case study: Western General Hospital Heat Network**

NHS Lothian has commenced a major programme of energy efficiency works at the Western General Hospital to deliver high energy efficiency systems and low carbon technologies.

The works are urgently needed to replace ageing infrastructure, but the overall aim of the programme is to find a pathway to net zero in line with NHS Lothian Carbon Commitments. The pathway is based on replacing the old steam network with a low temperature district heat network and commissioning a new energy centre for the site.

Phase 1 of the project is complete with part of the site now served by the new Low Temperature Heat Network. The project will be phased over a number of years, with Phase 2 extending the heat network to further buildings on the site.

The Western General Hospital is a major consumer of energy, so the plans for the site have potential to make a contribution to the net zero pathway for the city as a whole and potentially integrate with wider energy systems and heat networks.

**Source:** NHS Lothian

<sup>19</sup> [Heat in buildings strategy - achieving net zero emissions: consultation, Scottish Government, February 2021](#)



### Improving the city's public buildings and energy infrastructure to support thriving local neighbourhoods:

The city's public buildings need to be energy efficient, meet citizen's needs, and support 20-minute neighbourhood models that ensure easy access to local services and reduce the demand for travel.

We will collaborate with city partners, to strategically and align investment in our estates to ensure it supports **improved service delivery, improved energy efficiency and reduced emissions.**

To achieve this, we will develop a **joint public sector estate retrofit plan** that will create economies of scale, support local companies, and unlock the potential large scale retrofit has to signal future needs to the supply chain, stimulate targeted workforce and skills development, and create new local jobs in the city.

We will work with the Heat and Energy Partnership to develop supporting **place-based energy infrastructure projects** – to ensure joint public sector estate retrofits include consideration of **net zero heat and energy generation solutions, planned to meet neighbourhood's needs.**

### Case study: Integrating fabric first approaches to achieve wider community benefits in social housing

The City of Edinburgh Council manages approximately 20,000 homes which consists of a significant number of 'hard to treat' non-traditional construction types which can present significant technical retrofit challenges. The Council is currently developing a Whole House Retrofit approach. This approach will initially assess which advanced whole house retrofit standards (such as EnerPHit) are the most suitable from a technical and financial perspective, across the various Council housing archetypes to align with the Council's long-term net zero carbon targets and to also provide energy savings for tenants.

Whole House Retrofit focuses on fabric first measures, including improved thermal insulation, airtightness and ventilation to

significantly reduce energy demand and the need to heat the home. It also helps to ensure homes deliver health, comfort and affordability benefits to tenants. The wider Whole House Retrofit programme will be a key component of the Council's wider area-based regeneration approach which has the potential to transform neighbourhoods and provide environmental, social and economic opportunities.

Pilot projects will be developed to assess the benefits and practicalities of an advanced whole house retrofit approach across a variety of the Council's most common building archetypes, along with detailed monitoring and evaluation to assess the carbon and energy cost savings. These pilot projects will inform the longer-term investment and roll out of the whole house retrofit programme.



### Warm, comfortable and affordable social housing:

Improving the **energy efficiency of Edinburgh's existing homes** is one of the most effective steps we can take to reduce the city's emissions. Achieving this will mean bringing forward a programme to carry out **'fabric first' building upgrades** at pace, to support accelerated uptake of **new smart energy controls and low carbon heating and cooling systems.**

We will deliver an **advanced whole house retrofit programme** across existing Council homes based on the EnerPHit retrofit standard, which can deliver up to an **87% reduction in emissions** while also improving **health, comfort and affordability** for tenants.

We will work with Housing Associations and Registered Social Landlords to secure economies of scale and extend the reach of programmes across

Edinburgh's **35,000 social rented sector homes**.



### Supporting citizens and businesses:

Owner occupiers, private landlords and the city's businesses will also need to invest in their buildings if we are to reduce the city's emissions. We will work across the public/private/domestic sectors to develop **exemplar retrofit pilots** which will test innovative finance models to support retrofitting, including in challenging mixed-tenure and heritage settings.

We will share learning from pilots with the Scottish Government and call on them to develop and roll out **new incentivisation models** to support citizens and businesses to invest in improving the energy efficiency of their buildings, targeting financial assistance toward low-income households to help **tackle fuel poverty**.



### A new skilled workforce, making Edinburgh a centre for excellence

A large new skilled workforce will be needed to deliver new **energy**

#### Case study: Canongate Housing Development Energy Efficiency and Conservation project

In March 2021, Edinburgh World Heritage in partnership with the City of Edinburgh Council undertook an innovative pilot to retrofit a mixed tenure tenement block of post-war B-listed development, designed by Sir Basil Spence in the late 1960s. Focusing on 10 flats and 2 commercial units, the project aimed to both improve energy efficiency and restore or repair its original features.

Supported by funding from the Scottish Government and Scottish Power Energy Networks' Green Economy Fund, the project developed and tested innovative and replicable delivery models for the retrofit of domestic/non-domestic listed properties considered as hard-to-treat.

Source: [Edinburgh World Heritage](#)

**infrastructure and retrofit at scale and pace** across the city's public, private and domestic buildings. The Scottish Government has committed to developing a Climate Emergency Skills Action plan to support market demand

for the skills required and national data suggest there could be:

- Between 1,500 and 9,000 jobs over 15+ years in zero carbon energy (including renewables, hydrogen and storage)
- Between 6,000 and 13,000 jobs over 10+ years in decarbonising buildings and broadband
- Between 2,000 and 3,500 jobs over 3 years in building new social housing.<sup>20 21</sup>

We will ensure these opportunities deliver economic benefits for citizens and the city by working with the industry and South East Scotland City Region Deal partners on their skills development programmes to ensure the city has the workforce needed to transform with a focus on **green construction skills**.

<sup>20</sup> [Green Jobs in Scotland, STUC, accessed June 2021](#)

<sup>21</sup> [Green Jobs in Scotland, STUC, accessed June 2021](#)

## Outcomes: Net Zero Energy Generation and Energy Efficient Buildings

- Heat and energy generation and distribution is clean and renewable, and buildings are energy efficient and resilient to climate change.
- The cost of heating and powering the city’s homes and other buildings is reduced, helping to tackle fuel poverty.
- Retrofit and energy infrastructure projects are delivering economic and social benefits to businesses and citizens supporting a just transition.

### Lead Actions

Action	Next steps	Indicative delivery timeframe	Delivery partners
<b>1. Laying the policy foundations</b>	<ul style="list-style-type: none"> <li>• Set progressive planning policies to increase energy standards in new buildings</li> <li>• Require the use of low and zero emissions technologies to heat and power the city’s buildings</li> </ul>	2021–2023	The Council, the Scottish Government, developers, Registered Social Landlords
<b>2. Developing a city energy masterplan</b>	<ul style="list-style-type: none"> <li>• Convene a City Heat and Energy Partnership</li> <li>• Develop a city-wide heat and energy masterplan</li> </ul>	2021–2023	The Council, NHS, Edinburgh universities, Scottish Water, Scottish Power Energy Networks, Scottish Gas Network, and other key partners.
<b>3. Grid investment</b>	<ul style="list-style-type: none"> <li>• Establish a strategic partnership with Scottish Power Energy Networks</li> <li>• Align current and future grid development to the city’s energy needs</li> </ul>	2021 2022 - 2030	The Council, SP Energy Networks
<b>4. Energy investment strategy</b>	<ul style="list-style-type: none"> <li>• Develop a long-term shared investment strategy to deliver the city energy masterplan</li> <li>• Agree appropriate delivery mechanisms</li> </ul>	2021–2023	City Heat and Energy Partnership, the Scottish Government, private sector
<b>5. Developing regional energy solutions</b>	<ul style="list-style-type: none"> <li>• Develop regional renewable energy solutions which draw on the area’s wind, geothermal, hydro and solar assets</li> <li>• Learn from the H100 hydrogen pilot</li> </ul>	2024–2027	City Heat and Energy Partnership
<b>6. Developing heat networks</b>	<ul style="list-style-type: none"> <li>• Identify heat network zones across the city</li> </ul>	Early 2022	The Council



	<ul style="list-style-type: none"> <li>• Ensure all Council-led infrastructure investment plans seek opportunities to connect to heat networks, beginning with our learning estate programme.</li> <li>• Work with communities and developers to deliver heat networks which meet the needs of key public sector buildings and major new developments across the city, beginning with Granton Waterfront and the BioQuarter</li> </ul>	2023 - 2027	City Heat and Energy Partnership
<b>7. Focussing on place-based projects</b>	<ul style="list-style-type: none"> <li>• Collaborate on place-based joint energy infrastructure projects which maximise opportunities to deliver low-cost, clean, renewable energy to neighbourhoods and communities, with a focus on areas experiencing inequalities</li> </ul>	2024–2027	City Heat and Energy Partnership
<b>8. Retrofitting the city's social housing and public sector estate</b>	<ul style="list-style-type: none"> <li>• Develop a plan for retrofitting social housing across the city to the highest energy standards, to reduce energy demand and tackle fuel poverty.</li> <li>• Collaborate on and identify opportunities for a joint public sector estate retrofit programme</li> <li>• Ensure retrofit programmes create green jobs and skills development opportunities for citizens, targeting those at greatest risk of poverty</li> </ul>	2028–2030 2023-2027 2023-2027	The Council, Registered Social Landlords NHS, University of Edinburgh, Heriot Watt University, Scottish Fire, Scottish Power Energy Networks, the Council, skills development bodies.
<b>9. Testing innovative approaches for challenging settings</b>	<ul style="list-style-type: none"> <li>• Scope and test innovative approaches to retrofit in challenging mixed-tenure and heritage settings, to deliver exemplar models and accelerate progress.</li> <li>• Adapt Edinburgh's World Heritage site to be resilient to climate change</li> </ul>	2021–2023 2021-2023	EIT Climate-KIC, Edinburgh Climate Change Institute, Changeworks, Edinburgh World Heritage Edinburgh World Heritage, Historic Environment Scotland
<b>10. Supporting owner-occupiers and landlords</b>	<ul style="list-style-type: none"> <li>• Develop models that support businesses, owner-occupiers and private landlords to invest in energy retrofits</li> <li>• Call on the Scottish Government to bring forward at speed schemes to support citizens to fund energy efficiency upgrades and decarbonisation of heat in their homes.</li> <li>• Call on the Scottish Government to urge the UK Government to ensure its Heat in Buildings Strategy</li> </ul>	2024–2027 2021	The Council, EIT Climate-KIC, Changeworks, Edinburgh World Heritage The Council, The Scottish Government

	includes action to significantly reduce the cost of electricity, without passing costs on to other areas of households' budgets	2021	
<b>11. Resourcing net zero public buildings</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to work with city partners to identify and deploy additional resource to deliver net zero public buildings</li> </ul>	2021–2023	The Council, the Scottish Government

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## Net zero emission transport

### Emissions from transport are not falling

The way we move people, goods and services around the city accounts for 31 % of the city’s total emissions in 2020. Transport will remain a dominant source of emissions if we continue as we are.<sup>22</sup>.

Movement of freight and goods is vital to the economy of Edinburgh but, as with other types of vehicles in the city, the number of goods vehicles continues to rise - between 2007 and 2017 the number of heavy goods vehicles registered in Scotland increased by more than 10%, with similar increases in light goods vehicles..

The significant volume of road freight movements in and through the city has implications for road safety, congestion, air quality, noise and placemaking - especially in areas with high concentrations of people and activity. Although freight in Edinburgh can be moved by road, rail, and sea, for some businesses, the use of some vehicles will be inevitable to meet their needs.

The City Mobility Plan prioritises reducing vehicle use in the city. However, we will need to develop plans

to fund and deliver the EV charging and grid infrastructure required to enable a transition away from commercial petrol and diesel vehicle use in Edinburgh.<sup>23</sup>

### High numbers of people, travel in and around Edinburgh by car

Around 95,000 people travel to work in Edinburgh each day from other council areas. Of those, 63,300 travel into the city by car. A similar number of Edinburgh residents, around 60,000, commute to jobs entirely within Edinburgh by car<sup>24</sup>.

This is due to Edinburgh’s place as the economic hub of the region and Scotland’s most popular cultural destination. While this is a strength of the city, it brings high volumes of tourist and commuter travel and associated traffic.

Edinburgh’s position as a national hub also means that people and goods travel to from the city by air. Governments, the science and technology community, and the aviation industry are working to develop low emission technologies to address emissions from flight. However, in 2018 flying accounted for 8% of the

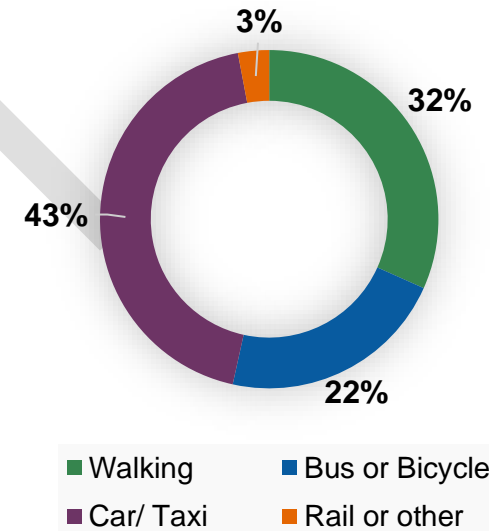


Figure 17: Main mode of travel in Edinburgh, 2019

UK’s total greenhouse gas emissions - equivalent to the carbon footprint of approximately 5.5 million UK residents<sup>1</sup>.

[A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network, 2020](#)

<sup>23</sup>[UIIO UK Environmental Accounts 2020, Office for National Statistics, 2020](#)

<sup>24</sup> [Census 2011, Office for National Statistics, accessed June 2021](#)

**People’s travel choices are largely determined by ability, affordability, accessibility, safety, and convenience**

Many of the most disadvantaged communities are on the periphery of our city. People who live in these areas often have to travel longer distances to get to work.

Some outer areas in the city are experiencing significant population growth and are also less well-served by public transport. This is in comparison to the high standards of public transport the rest of the city experiences.

Edinburgh’s transport also needs to be fully accessible to people of different cultures, needs, ages and abilities. We want to create a city where most people don’t need to own a car to move around and where people with mobility issues have access to road and parking space if they need it.

Our challenge as a city is to establish, at speed and scale, sustainable travel as peoples’ preferred travel choice and to reduce the total number of miles travelled. This supporting a ‘sustainable transport hierarchy’ where people use active travel (walking, wheeling, and cycling) for short distances, and public transport for longer distance trips.

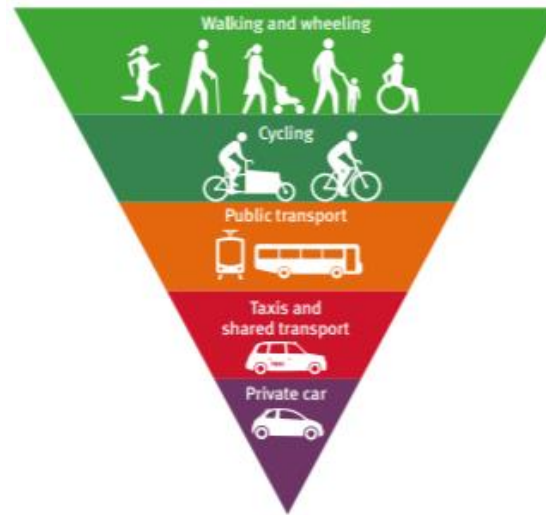


Figure 18: Sustainable Transport Hierarchy – City Mobility Plan 2020

**Improve public transport to be integrated, net zero and fast**

While for many, the city has an excellent public transport system, some areas are less well served, limiting opportunities for those who live there. Figure 19 shows that in Scotland, around half of 1 and 2 km journeys are taken by car.

There is an opportunity to improve and develop the existing public transport (bus, tram, and rail) network to deliver integrated, net zero public transport for all trip types. This would mean making transitions between decarbonised

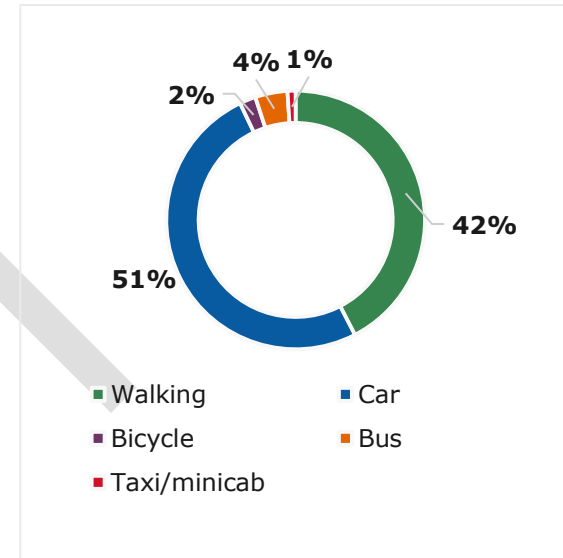


Figure 19: Share of journeys between 1 and 2 kilometres by main mode in Scotland". Adapted from Transport and Travel in Scotland 2019, Results from the Scottish Household Survey: Transport Scotland Statistics <https://www.transport.gov.scot/publication/scottish-tr>

transport modes easier for people and include improvements to pricing and ticketing, integrated routing, regional connections, and creating a better overall public transport experience.

**Covid-19 has radically changed travel patterns**

Covid-19 has had a substantial impact on travel patterns. Restrictions have resulted in increases to walking, wheeling and cycling, with more people making local trips and exercising closer to home.

Lockdown restrictions and a shift to home working has resulted in less commuter travel and an increase in travel on foot and by wheel or bike. The pandemic has also facilitated a shift to online shopping, socialising, entertainment, banking, healthcare, adult education, and worship.

While there has been a cost to the city from restrictions, we have also experienced some positive outcomes from lower traffic levels, cleaner air, more walking and cycling, flexible work patterns, and local trip-making.

As the city recovers from the pandemic, we have an opportunity to capture these benefits of our changed behaviours for the long-term.

### **Improving air pollution and congestion**

Making Edinburgh a city with better, more attractive public transport and active travel choices can reduce road congestion and pollution on our streets and improve public health.

Improving the operation of the road network offers the city economic benefits through less time spent in congestion and more consistent journey times. Currently these impacts cost the

Edinburgh economy an estimated £177 million in 2019.<sup>25</sup>

### **Improving citizens wellbeing, experience, and use of public spaces**

Reducing the dominance of traffic in our city and town centres, and neighbourhoods can improve life for citizens by improving people's safety, experience, and use of streets and public spaces.

Cycling in Edinburgh already takes 22,000 cars off the road every day and helps people to meet their daily activity levels, saving the NHS £1.6 million every year.<sup>26</sup>

We need to continue putting the needs of pedestrians, cyclists and public transport users first when designing streets.

### **Vision**

#### **Thriving urban neighbourhoods that reduce the need to travel**

Our vision for 2030 is that residents live in local neighbourhoods with local facilities that provide easy access to work, shops and all services they need,

reducing the need to travel long distances.

We will have a transport system that is net zero and has developed sustainably to meet the needs of our growing population.

Public transport will be affordable and flexible, especially for those on lower incomes.

Residents will benefit from greener, safer, more accessible and active choices for getting around the city. More people will be meeting recommended physical activity levels and local air quality will be vastly improved.

### **Our strategic approach**

Our strategic approach will be to build on the strong programme of work set out in the Council's City Mobility Plan.

We will focus on working with citizens and businesses to bring about behaviour change towards sustainable travel models.

We will prioritise investment solutions to support the City Mobility Plan and necessary infrastructure development.

<sup>25</sup> [Traffic scorecard, INRIX, 2019](#)

<sup>26</sup> [Bike Life Edinburgh, Sustrans, 2019](#)

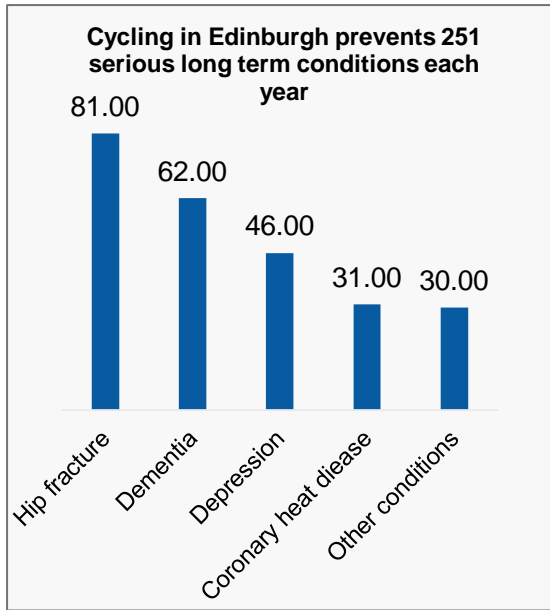


Figure 20: From Bike Life 2019 (Based on Sport England MOVES tool which shows the return on investment for health of sport and physical activity)



### Limiting the need to travel

To deliver net zero transport by 2030, we will use the city’s 20-minute neighbourhood model which seeks to reconfigure services around existing communities, enabling them to access what they need without needing to travel long distances.

We will develop our strong active travel and public transport systems to better connect city and town centres, and neighbourhoods to better meet local and city needs. Working with city partners as major employers in the city, we will

embed the flexible working patterns we have adopted through the Covid- 19 lockdowns.



### Invest in active travel infrastructure and decarbonising the city’s public transport

We will design our city to enable a fundamental shift to people moving around the city sustainably. Our investment priorities will be to expand active travel infrastructure, connecting communities to services and amenities in their neighbourhoods.

For longer trips, the Council will create local ‘mobility hubs’ with facilities to ensure sustainable onward travel, supported by a bus network review, as part of a regional rapid transit network.

To ensure the bus sector is decarbonised, Lothian Buses and the Council will work with the Bus Decarbonisation Taskforce and private sector partners to agree a plan to decarbonise the city’s bus fleet as part of its next business plan.

From 2022, we will begin to implement Low Emission Zones, reducing the harms from transport emissions in areas of the city with poor local air quality.

### Spending in Transport:

Over the next ten years, the Council is committed to spending £68 million to improve road safety and to further develop cycling and active travel infrastructure

Source: Budget 2021/22



### Sustainable mobility for goods and services

The Council will collaborate with the private sector to develop sustainable solutions to the transport of goods. This will include developing a city centre operations plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for ‘last mile’ deliveries. The focus will be the city centre initially, with the approach being expanded out to town/local centres over time.

The Council will engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to support the delivery of the City Mobility Plan.

#### **Case Study: zero-emissions logistics services]**

SEStrans and Zedify, working with a trans-national network of city-hubs that promote innovation in city logistics, led a pilot project to deliver a pallet-worth of small packages by cargo bike per week.

The service enables packages coming into Edinburgh from national retailers or via logistics carriers to be re-routed to e-cargo bikes and trikes and consolidated with local business deliveries going to the same areas. This allows each package to be delivered most efficiently, help more businesses keep their goods moving around the city whilst significantly reducing emissions.

As part of the project, SURFLOGH SEStran and Edinburgh Napier University have been jointly researching the role of sustainable urban logistics networks and developing business models that can operate successfully in other real-world settings.

**Source:** [SEStran](#); [SURFLOGH](#)



#### **Investment in EV infrastructure**

Public service organisations will explore opportunities to jointly plan and invest in EV infrastructure for public service and blue light fleet at strategic locations across the city. We will work with the private sector to develop pilot proposals for public EV charging hubs in locations which align with the City Mobility Plan's aims of increasing sustainable travel and avoid adding to city centre congestion.



#### **Emissions from flying**

The city's net zero target does not include emissions from flights as these are indirect emissions which occur outside of the territorial boundary, and are not under the direct control of the city. This strategy therefore focuses on the influence we do have and the action we as city partners can take.

We will call on the Scottish Government develop a national plan for managing aviation emissions and develop carbon budgets for the industry; and we will work with Edinburgh Airport as a City Partner to reduce emissions from its ground operations and support sustainable travel to and from the airport.

We will encourage city partners to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions from business travel by integrating the sustainable travel hierarchy into their operations, and supporting staff to make more sustainable transport choices in their professional and personal lives.

## Outcomes: Net Zero Emission Transport

- A city where travelling by foot, wheel, or by bike is the easiest and cheapest option.
- The city has a well-connected and sustainable transport and active travel network.
- Investment in neighbourhoods, town and city centres improves citizen health and wellbeing.

## Lead Actions

Action	Next steps	Indicative delivery timeframe	Delivery partners
1. Investing in active travel	<ul style="list-style-type: none"> <li>● Prioritise investment in expanding the active travel network, connecting communities to services and amenities in their neighbourhoods</li> </ul>	2021 – 2030	The Council
2. Developing integrated public transport	<ul style="list-style-type: none"> <li>● Improve the integration of our public transport system, and review routes and interchanges, within a city and regional context</li> </ul>	2021-2023	The Council, national and regional transport partners, public transport operators
3. Decarbonising buses	<ul style="list-style-type: none"> <li>● Work with the Bus Decarbonisation Taskforce and private sector partners to develop a plan to decarbonise the city's bus fleet</li> </ul>	2021–2023	Lothian Buses, the Scottish Government, the Council
4. Improving local air quality	<ul style="list-style-type: none"> <li>● Implement a Low Emissions Zone scheme to reduce harmful emissions from transport and improve air quality</li> </ul>	2021–2023	The Council, the Scottish Government.
5. Better management of the city centre	<ul style="list-style-type: none"> <li>● Create a city centre operations plan to reduce emissions by improving the way goods and service vehicles move around the city, supporting the use of innovative zero emission solutions for 'last mile' deliveries</li> </ul>	2024–2027	Transport sector, businesses, the Council
6. Supporting public sector transition to electric vehicles	<ul style="list-style-type: none"> <li>● Identify opportunities to align to investment in EV infrastructure for public service and blue light fleet at strategic locations across the city, which also delivers 'down-time' availability for citizens and businesses</li> </ul>	2024–2027	NHS, Fire, Police, Edinburgh universities
7. Delivering electric vehicle infrastructure	<ul style="list-style-type: none"> <li>● Develop pilot proposals for public-use EV charging hubs in locations which align with the City Mobility Plan's aims of increasing sustainable travel and avoid adding to city-centre congestion</li> </ul>	2021–2023	The Council, private investment partners



8. <b>Engaging with citizens</b>	<ul style="list-style-type: none"> <li>Engage with citizens and businesses on the potential benefits of introducing a Workplace Parking Levy as part of a range of measures to deliver the City Mobility Plan</li> </ul>	2021–2023	Citizens, the Council
9. <b>Reducing emissions from flying</b>	<ul style="list-style-type: none"> <li>Encourage partner organisations to sign up to the Edinburgh Climate Compact</li> <li>Work with citizens and city partners to support staff and residents to make more sustainable travel choices in their professional and personal lives</li> </ul>	2021 -2030	Citizens, the Council, public and private sector partners

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## Business and skills in a net zero economy

*The pandemic and recovery from recession is the biggest economic challenge faced by Edinburgh for more than a generation*

Scotland's economy contracted by **9.5%** during 2020, with much of this decline driven by sectors – such as tourism and retail – upon which Edinburgh has a strong reliance. In December 2020, **footfall in key retail areas in Edinburgh was almost 50% down** on the 2019 levels, while **hotel occupancy rates in the city were down by over 80%**.

Estimates from the Scottish Fiscal Commission show that, without intervention or stimulus, **Scotland's economic output will not return to pre-pandemic levels until the beginning of 2024**, and it would be 2026 before the economy recovers all the capacity and potential lost during the past year

The UK Government's furlough scheme has played an important part in limiting the impact of these declines on job numbers – as at end January 2021

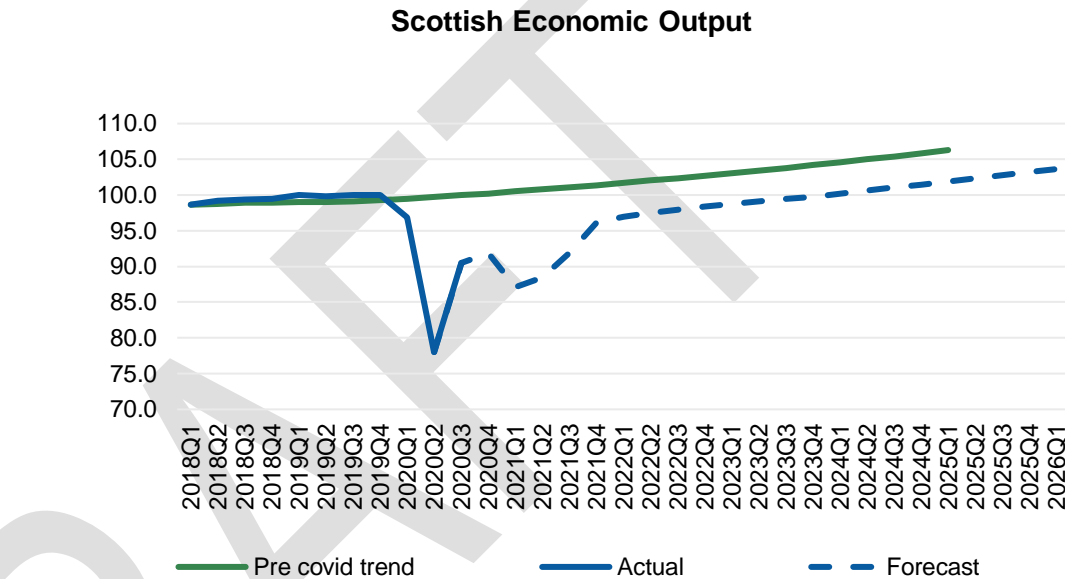


Figure 31: Scottish Fiscal Commission, Scotland's Economic and Fiscal Forecasts January 2021

almost **39,000 Edinburgh jobs were being supported by furlough** – but the city has still experienced a dramatic increase in the number of people forced out of work and into benefits dependency as a result of the pandemic. By Autumn 2020, some **18,000 people in Edinburgh were claiming unemployment related benefits**, almost three times the level recorded pre-pandemic.

**A just transition to a net zero economy represents one of the biggest opportunities Edinburgh has to recover from recession and remain Scotland's most vibrant and prosperous economy**

Planning for a green recovery offers an opportunity for the city to rebuild on a genuinely sustainable footing – one that meets the climate emergency, as well as increasing Edinburgh's resilience to future economic shocks.

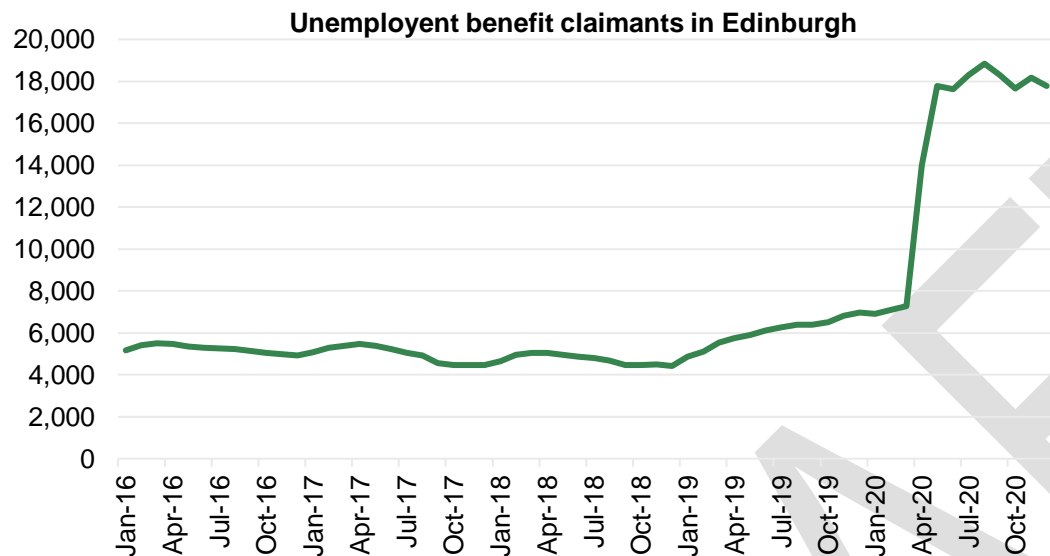


Figure 42: Office for National Statistics, Claimant Count

Many of the city’s businesses are already rebuilding and adapting, making a strong contribution to a green recovery. For an individual business, becoming net zero can **mean improved resilience, new markets, lower costs, increased productivity, more engaged staff**, as well as an opportunity to meet growing consumer demands for zero carbon, zero waste options. For the city as a whole, the potential opportunities are even greater.

### Our vision for 2030



#### A vibrant economy that is resilient to future crisis

Our vision is for **businesses of all sectors and sizes to be operating on a net zero basis by 2030** and taking their share in a growing green economy. This means Edinburgh taking the opportunity to be a global leader in green tourism, green finance, and green festivals – establishing a clear advantage over competitor cities and cementing the sustainable future of these key sectors.

### Edinburgh Climate Commission ‘Forward, Faster Together’

The Edinburgh Climate Commission’s July 2020 Report set out recommendations for a green recovery responding to Covid-19 and climate change.

The Commission highlights Covid-19 as showing what can be achieved through a collective and urgent response.

They focus on a green recovery being one ‘that **delivers for the long term; that catalyses job creation into growth industries, empowers citizens, improves public health and drives innovation** while all the time removing our contribution to the climate crisis’.

More broadly, the value of output from UK low carbon industries is expected to grow to 8% of GDP by 2030, up from 2%

in 2015.<sup>27</sup> A net zero economy also offers an opportunity to meet growing consumer demands for zero carbon/zero waste options, and to ensure that Edinburgh businesses retain their share of the growing green pound. Ethical consumer spending and finance in the UK was estimated at £98bn in 2019, more than double the level recorded in 2010.<sup>28</sup>

Taking steps to meet this demand and transition to a net zero economy is important for recovery and growth in the short term. It is also critical if we are to ensure Edinburgh businesses can be ready and resilient to crises (economic, public health, or climate related) in the future.



### **A circular, wellbeing economy**

**Our vision is for an economy where businesses and institutions embrace the shift towards circular economy business models** – such as reverse logistics, material recovery and re-use, asset leasing, or other ways to make better use of materials and products. Such approaches represent new growth industries for the UK and could create over 200,000 new jobs by 2030.<sup>29</sup>

<sup>27</sup> [UK business opportunities of moving to a low-carbon economy, Climate Change Committee, 2017](#)

These changes will be supported by the way the city develops and builds communities, through new approaches to placemaking, promoting wellbeing, and investing in digital infrastructure. By 2030 people in Edinburgh will work more from home, travel less distances to work and use active travel or public transport options whenever they do need to travel.

One key sector through which this change will be demonstrated is in food production and consumption. By 2030, people in Edinburgh will have better access to good quality food from local producers; people will have more opportunity to come together to grow food and share the health and wellbeing benefits it brings; and food waste in Edinburgh will be reduced, with improved, low carbon systems of food production and distribution.

**Our vision is for Edinburgh to be a hub for net zero innovation, driven by data, with a new breed of sustainable local businesses thriving among 20-minute neighbourhoods across the city.**

<sup>28</sup> [UK Ethical Consumer Markets Report, Ethical Consumer, 2020](#)

### **Case Study: Circular Edinburgh**

Circular Edinburgh, managed by the Edinburgh Chamber of Commerce, is working to support the development of a more circular economy and improve the support offered to business.

Circular Edinburgh champions and supports businesses to find innovative ways to embed circular principles (of reduce, reuse, recycle) into their ways of working. It also works to connect businesses to funding opportunities to support them to explore more circular ways of doing business.

The service provides guidance for specific sectors operating in Edinburgh, as well as events and webinars sharing information, best practice, and highlighting benefits for businesses.

Source: [Circular Edinburgh](#)



### **Good jobs and new skills**

For Edinburgh to make a just transition to a net zero economy, we

<sup>29</sup> [Employment and the circular economy: job creation in a more resource efficient Britain, Green Alliance, 2015](#)

need this growth in opportunity to benefit all communities in the city.

**By 2030 our vision is that Edinburgh's economy will be built around good quality jobs which people from all backgrounds can access through education, skills and retraining.** That means firms in Edinburgh creating well paid jobs and fulfilling careers in growing sectors – including clean construction, sustainable transport, low carbon technology, buildings retrofit, and others.

That means schools, colleges, universities, and employers working more closely together to make sure that skills, training and education support is in place to help Edinburgh citizens access those opportunities.

It also means making sure the city's plans for recovery in key established sectors such as tourism, culture, and retail, are built around sustainable, net zero business models. Over the next decade, Edinburgh should aspire to be a global leader in green tourism, green festivals, with the skills and employment opportunities that implies. These aspirations will be supported by the Edinburgh Tourism Action Plan.

### Strategic approach

**To meet our net zero vision, we need to move at speed and at scale to connect potential investors with**

#### Case Study: Integrated Regional Employability and Skills (IRES) Programme

Through the Edinburgh and South East Scotland City Region Deal, the £25m IRES programme includes two skills gateways - Housing and Construction Infrastructure (HCI) and Data Driven Innovation (DDI). The gateways operate through the regions' universities and colleges providing skills development in housing, construction, renewables, and digital sectors to support delivery of the latest sustainable energy and construction solutions. IRES also has an Integrated Employer Engagement programme, which creates an enhanced employability and skills service for employers, helping transition those with new skills into work.

HCI gateway's aims include providing 'into work' short courses for 800 residents facing disadvantage in the labour market; mentoring for 400 schoolchildren and industry-led skills improvements for 5,000 residents across the region. Sectors include waste management, electric vehicle charging point installation, renewable technologies, timber construction and engineering knowledge upskilling and environmental technologies.

**Source:** Edinburgh and South East Scotland City Region Deal

#### Edinburgh's prospectus of net zero business and development opportunities.

We will work with investors, the Scottish Government, and city partners to help key projects move at pace, and provide the right regulatory framework to encourage investment and innovation.

Working with statutory partners across the city we will aim to make sure that all procurement and commissioning expenditure made in Edinburgh is used to actively support this strategy. **This means aiming to secure commitment from all public sector partners to use procurement spending powers in support of the transition to net zero and promote a circular economy.** It also means, where possible and appropriate, all public sector all investment and purchase decisions are net zero by 2030 and that we take strategic decisions to create markets for circular and net zero economy businesses to thrive.

We will work with businesses to increase the number that have made their own net zero commitments, and have signed up to the **Edinburgh Climate Compact, led by the Edinburgh Climate Commission.**

To complement the Edinburgh Climate Compact, we will explore establishing a **new green innovation challenge finance scheme** to stimulate new lead

markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery.

Alongside funding, support will be available through **business mentoring and partnerships** that help businesses realign their operations to meet net zero.

This will build on the **Circular Edinburgh** programme that the Edinburgh Chamber of Commerce has managed for a number of years and champions and supports businesses to find innovative ways to embed circular principles (of reduce, reuse, recycle) into their ways of working. In addition, the principals of net zero, just transition, and circular economy will be embedded into **Business Gateway** support programmes for new and existing Edinburgh businesses.

We will work with universities, colleges, schools and employers to identify emerging skills gaps, and develop the education, training and workforce development supported needed to make sure people from all backgrounds can aspire to and access rewarding net zero careers. This will build on the work undertaken by the **Edinburgh and South East Scotland City Region Deal** to develop the skills and local supply chains needed to make construction activity in the city sustainable and low carbon.

## Outcomes: Business and Skills in a Net Zero Economy

- Edinburgh’s economy recovers from recession and key sectors are sustainable and resilient to future crises, such as those related to climate change.
- Edinburgh has a vibrant circular economy, improving resource efficiency and enhancing citizen wellbeing.
- Edinburgh’s economy is built on good, green jobs which people from all backgrounds can access through education, skills and retraining.

### Lead actions

Action	Next steps	Indicative delivery timeframe	Partners
<b>1. Connecting investment to opportunity</b>	<ul style="list-style-type: none"> <li>• Develop a mechanism for connecting those looking to invest in a net zero city with the businesses and organisations looking to drive change that supports speed and scale of net zero action</li> </ul>	2021–2023	The Council, the Scottish Government, developers and investors
<b>2. Net Zero Procurement</b>	<ul style="list-style-type: none"> <li>• Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero</li> </ul>	2021 - 2030	The Council, NHS Lothian, Police Scotland and other statutory partners
<b>3. Edinburgh Climate Compact</b>	<ul style="list-style-type: none"> <li>• Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions</li> </ul>	2021 -2030	Edinburgh Climate Commission, Edinburgh Chamber of Commerce, and the Council
<b>4. Explore a green innovation challenge finance scheme</b>	<ul style="list-style-type: none"> <li>• Explore establishing a finance scheme to complement the Commission Climate Compact, stimulate new lead markets, and support Edinburgh businesses to play a full part in a net zero economy and a green recovery</li> </ul>	2021–2023	The Council and other partners
<b>5. Business Mentoring and support for net zero transition</b>	<ul style="list-style-type: none"> <li>• Deliver business mentoring and business support programmes to help employers take practical steps to realign their operations towards becoming net zero</li> </ul>	2021-2023	Edinburgh Chamber of Commerce, Federation of Small Businesses, Scottish Enterprise

<b>6. Circular Edinburgh</b>	<ul style="list-style-type: none"> <li>• Increase participation in the Circular Edinburgh programme which supports businesses to reduce, re-use and recycle as part of embedding circular economy principles into their ways of working</li> </ul>	2021-2023	Edinburgh Chamber of Commerce and Zero Waste Scotland
<b>7. Skills and workforce development</b>	<ul style="list-style-type: none"> <li>• Scope skill needs and align workforce development programmes to meet the needs of net zero businesses, and to promote accessibility of well paid, rewarding career opportunities</li> </ul>	2021–2023	Further and higher education partners, Skills Development Scotland, and the Council
<b>8. Enabling powers for local government, business and city partners to respond to climate change</b>	<ul style="list-style-type: none"> <li>• Call on the Scottish Government to build coherent and flexible legislative and regulatory frameworks that empower local government, business and city partners, so they can rapidly respond to the climate emergency in an agile and adaptive way</li> </ul>	2021–2023	The Scottish Government





# Engaging and empowering citizens to help tackle climate change

## Citizen action is essential to Edinburgh becoming a net zero city

This strategy calls on private, public and community and voluntary sector organisations to sign up to the Edinburgh Climate Compact and pledge to reduce their emissions.

It also sets out the action city partners will take to create the conditions for achieving net zero. But Edinburgh's residents have an equally important role to play.

Individual actions by Edinburgh's citizens are an essential and necessary part of reducing the city's emissions and securing a sustainable city for our young people and for future generations.

At present, over half the city's total emissions come from its residents.

Of this, 32% comes from car use, and 61% from heating and powering our homes.

We recognise that making the changes needed to address our collective emissions will be easier for some than others.

We believe the Council has an important role in supporting all citizens to be able to make changes and ensure no one is left behind: delivering a **fair and just** transition. Young people and community

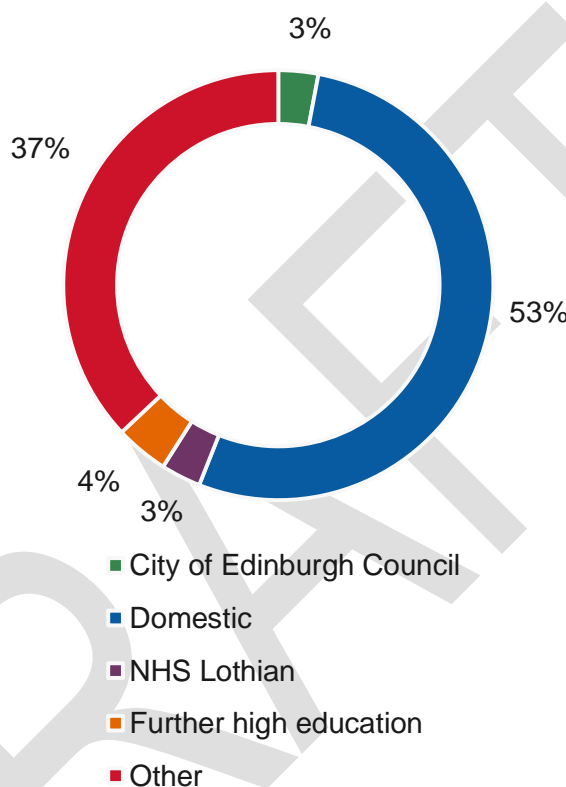


Figure 10: Edinburgh emissions by key organisations 2017/18

groups across the city are already taking action on climate change and the Council is committed to supporting all its citizens to realise the **significant power** they have over the future of their city.

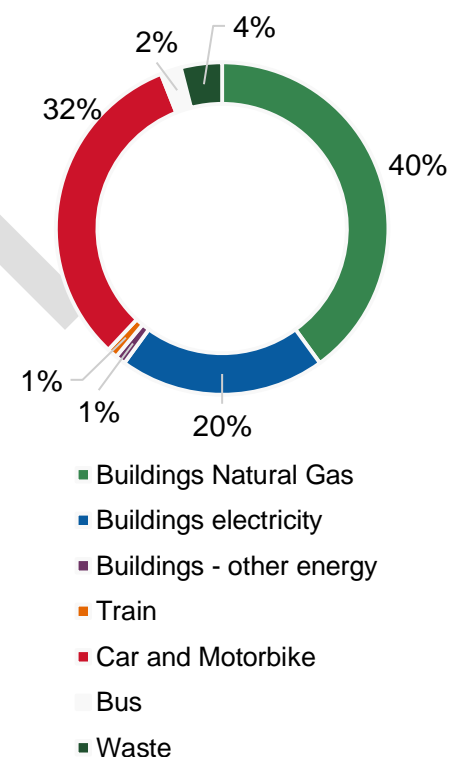


Figure 11: Breakdown of domestic emissions in Edinburgh 2017/18

The Council will encourage and collaborate with citizens to:

- **Demand** change using your power and influence.

Citizens are able to influence an additional 47% of the city's emissions coming from the public and private sector.

- **Support** city climate action.

The scale of work to create a resilient and net zero city is significant and will necessitate temporary disruption. This work needs citizen input and support to be delivered successfully and become a reality.

- **Act now** and plan for the future.

Tackling climate change relies on citizens and communities making many everyday choices differently.<sup>30</sup>

## Our shared vision for 2030


Our vision is to deliver a city where all citizens are empowered, engaged and able to influence for change across the public and private sector. A city where sustainable choices are easier to make, and a city where a just transition to a net

<sup>30</sup> The Committee on Climate Change estimated that, of the overall reductions needed to achieve net zero, 16% rely on behaviour change, such as flying or driving less, and a further 43% relying on a

## Highlights from engagement



Awareness of the global effects of climate change is very high. Edinburgh residents are very aware of the impact on biodiversity and habitats but only recently has understanding grown of the impact on people.

 **73%** of respondents to the 2018 Scottish Household Survey, believe climate change is an immediate and urgent problem.

zero future is delivering social and economic benefits for all our communities.

## Our strategic approach

We'll focus on creating an **environment** that makes acting sustainably easier and ask citizens to support us in making those changes.

We'll work to **raise awareness** and **accelerate action**, asking people to make more sustainable choices and use their influence to demand change from others.

We'll maintain an ongoing open and frank **dialogue with citizens and communities**,

combination of technology and behaviour change, such as fitting and effective use of more energy-efficient heating systems. [Reaching Net Zero in the](#)

**70%** of participants from Scotland's Climate Assembly said it was a priority that recommendations on tackling the climate emergency needed to:



Take into account the needs of different communities across Scotland, recognising that there is not a 'one size fits all' solution.



Target the highest emitters so that organisations and individuals with the highest carbon footprint must make the biggest changes.

with the aim of designing solutions together and maintaining high levels of support for net zero action.

## The ask of citizens

Your choices can achieve big emissions reductions, and you have the power to influence others, from big business to public policy.



### Plan for a low carbon future

Some of the changes we need to make will require forward planning. We ask citizens

[UK, Climate Change Committee, accessed June 2021](#)

to consider if these options are available to you:

- Residents can make a big difference by investing home energy efficiency measures such as insulation, secondary glazing or clean energy heating systems. These will save you money in the long run, but may have upfront costs. Look out for Government schemes offering financial and other support which can help make these changes easier.
- Look for the energy efficiency rating when replacing household appliances and buy the most efficient products.
- Consider replacing petrol or diesel cars with electric vehicles and making greater use of public transport, car-share schemes or bikes.
- Find out more. Use online resources to find out more about climate change and other ways you can help tackle it.



### Start Acting Now, Use your power and influence

Edinburgh's citizens have huge influence over the city's emissions through their power to collectively demand change from national and local government, the private and public sector, local businesses and each other. Use your democratic voice and purchasing power to be heard on climate issues.

Community groups and voluntary sector organisations are often closest to local issues and opportunities. They will continue to play a vital role advocating for action on climate change and challenging government and public and private sector organisations. Civil society also has a key role to play in stimulating citizen action at the individual and collective level.

### Supporting the scale of action needed

Actions set out in this strategy at a city level are significant and will affect the Edinburgh's built environment, transport systems and infrastructure.

To make these changes possible we need the input and **support** of residents so they can be delivered successfully when upgrades cause temporary disruption.

For example, while work is underway to make our public buildings such as schools and medical centres more energy efficient,

### We're asking citizens to...



**Understand your carbon footprint:** Use online and other resources to learn what your impact on the environment is



**Make the easy decisions:** Like leaving the car at home for shorter trips or reducing your food waste. These could save money or time and can often improve quality of life too.



**Consider and explore investment:** Many changes, such as home insulation or heating, have an upfront cost but repay that cost over time.



**Use your purchasing power:** You can send powerful signals to businesses by choosing products and services that are more environmentally friendly, this includes locally grown food, low-packaging items, and good and services which use renewable energy and recycled materials.



**Use your democratic power:** Make your voice heard in local and national decision-making and tell us what future you want



**Stay involved:** Keep engaging with local services, community groups and neighbours. Support the right changes when you see them, advocate for change when you don't.

we will need to make temporary changes to how we access and use these buildings.

## Support for citizens



### Empower young people

Young people have been at the forefront of raising awareness on climate change and demanding change from those in power.

We will ensure young people are at the centre of decisions that will determine the kind of city they inherit. We will work with children and young people – through schools and in communities – to listen to their views, to ensure young people from all backgrounds are informed and able to have their voice heard.

We will maximise opportunities to focus on climate change across our whole education system, delivering opportunities for community learning and development and working with schools, including Edinburgh's independent schools, to embed a legacy of change from COP26 coming to Scotland.

We will strengthen the focus on climate change within our curriculum and co-design innovative projects and programmes with young people, beginning with piloting a carbon footprinting app and

delivering a Hydrogen Education Programme and challenge competition to engage young people in innovating for a net zero future.



### Ensure a fair transition to net zero

Vulnerable groups and people with poor health will be more affected by poor air quality, increased damp, and severe fluctuations in weather such as heatwaves. Those on lower-incomes may also find addressing the impacts of climate change harder– for example the costs associated with flood damage to property; or the costs of switching from gas to sustainable heating systems.

We are committed to working with national and local government, public bodies, trades unions, the private sector and citizens and communities to ensure that climate change does not disproportionately impact anyone in our society.



### Access to opportunities

It is estimated that Scotland's transition to a low-carbon economy could create up to 367,000 jobs, with Edinburgh being well-placed to secure a substantial share of these. With city partners we will work to

align skills development programmes to support Edinburgh residents to access new green jobs.<sup>31</sup>

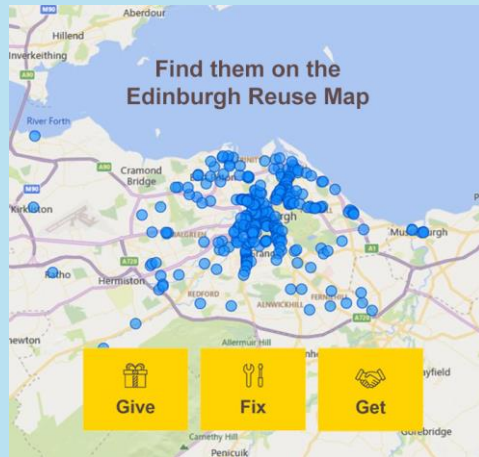
<sup>31</sup> [Green Jobs in Scotland, STUC, accessed June 2021](#)

**Case Study: Changeworks’ Edinburgh reuse map.**

Created by Changeworks, in partnership with City of Edinburgh Council, this online map details facilities for donations of surplus household goods to new homes, as well as eco-friendly recycling and repair services, all contributing to Edinburgh’s circular economy.

Citizens can select the type of good they want to give, fix or get, and can search by postcode to find locations in their area that can help.

**Source:** Changeworks



We will ensure access for people from all backgrounds to employment opportunities created to deliver a net zero city.

 **Making sustainable choices easier**

We know from consultation and engagement that many Edinburgh citizens are not fully aware of their carbon footprint, or all the actions they could take to reduce it.

We will deliver awareness raising campaigns to ensure people have access to information about climate change, how to measure their carbon footprint, and where to access support to reduce their emissions. This will include information about where people can get financial and other help to make changes.

We will call on Scottish Government to improve existing support schemes and develop new approaches to incentivise change – especially in decarbonising homes

 **Creating net zero communities**

Our vision is for all of Edinburgh’s neighbourhoods and communities to be net zero.

We will work with Community Councils, Edinburgh’s Universities and at least two neighbourhoods to scope and develop funding bids for 2 local pilots to understand what it would take for them to become net zero. The pilot scope will include at least one community with high levels of deprivation and one with high emissions and will link to Local Place Plans.

 **Building and maintaining consent for change**

The change needed to create a sustainable city for present and future generations is likely to cause short term disruption.

We will involve citizens in decisions about the targeting, scope and speed of large-scale change and ask for citizen support on changes which protect the city for future generations.

As the scale and complexity of actions increase, we will facilitate more in-depth engagement approaches, such as citizen juries or similar models, to ensure citizens views are central in decision-making.

## Outcomes: Engaging and empowering citizens to help tackle climate

- Citizens are engaged and empowered to respond to the climate emergency.
- Edinburgh is a city where sustainable choices are easier to make, and people are taking action to reduce their carbon footprint
- Citizens are empowered, engaged and acting to influence the public and private sector to go further on tackling climate change

### Lead actions

#### Engaging and empowering citizens to help tackle climate change

<b>Action</b>	<b>Next Steps</b>	<b>Indicative delivery timeframe</b>	<b>Partners</b>
1. <b>Information about climate change</b>	<ul style="list-style-type: none"> <li>● Deliver awareness-raising campaigns</li> <li>● Support citizens to measure their carbon footprint</li> </ul>	From 2021	<i>Scottish Government, City of Edinburgh Council</i>
2. <b>Citizen engagement and dialogue</b>	<ul style="list-style-type: none"> <li>● Maintain an ongoing open dialogue with citizens about the transformation that needs to happen in the city and how we can collaborate to take decisions and deliver change together.</li> <li>● Call on Scottish Government to work with Edinburgh on awareness raising campaigns to support a frank discussion on climate change action</li> </ul>	From 2021  November 2021	<i>City of Edinburgh Council; community councils; community and civil society groups; City of Edinburgh Council; Scottish Government</i>
3. Supporting and engaging young people	<ul style="list-style-type: none"> <li>● Maximise opportunities to focus on climate change across our whole education system, including independent schools</li> <li>● Work with young people in schools and in communities, to embed a legacy of change, drawing on COP26 coming to Scotland</li> <li>● Strengthen climate change within our curriculum</li> <li>● Pilot a carbon footprinting app within at least two schools</li> <li>● Deliver a Hydrogen Education Programme and schools challenge</li> </ul>	From November 2021	<i>City of Edinburgh Council; Edinburgh schools; youth and community groups</i>
4. <b>Net Zero Communities</b>	<ul style="list-style-type: none"> <li>● Develop proposals and seek funding for creating a 'net zero community' in at least two neighbourhoods within the city.</li> <li>● Work with community bodies to ensure Local Place Plans address emissions reduction in their local area.</li> </ul>	2021–2023	<i>City of Edinburgh Council; higher education partners (tbc); Community Councils</i>
<b>Creating a city where sustainable choices are easier</b> – summary of supporting actions within main strategy		<b>Indicative delivery timeframe</b>	<b>Chapter</b>
5. <b>Transport</b>	<ul style="list-style-type: none"> <li>● Improve the city's public transport system</li> </ul>	2024–2027	<i>Net Zero Transport</i>

	<ul style="list-style-type: none"> <li>• Prioritise investment in active travel routes to make it easier for people to get around the city without needing a car</li> </ul>		
<b>6. 20-minute neighbourhoods</b>	<ul style="list-style-type: none"> <li>• Re-design services and amenities to deliver sustainable 20 minute neighbourhoods across hub locations</li> </ul>	2021 – onwards	<i>Net Zero Transport; Net Zero Development and Growth</i>
<b>7. Homes and energy systems</b>	<ul style="list-style-type: none"> <li>• Develop heat networks and local energy generation solutions to provide clean heat and energy</li> <li>• Deliver energy efficient affordable housing</li> <li>• Call on Scottish Government to improve the support available to private owners for switching to low carbon heating solutions</li> </ul>	Beginning 2022; accelerating from 2024	<i>Energy infrastructure and energy efficient buildings</i>
<b>8. Fair work</b>	<ul style="list-style-type: none"> <li>• Ensure city action on climate change creates new green jobs and fair work,</li> <li>• Develop skills development programmes to support citizens' access to opportunities</li> </ul>	Various – see individual chapters	<i>All chapters</i>
<b>9. Waste and a net zero economy</b>	<ul style="list-style-type: none"> <li>• Support local businesses to learn about and implement more sustainable business practices</li> <li>• Ensure citizens have opportunities to reduce, re-use and recycle to help reduce consumer waste</li> </ul>	Various – see individual chapter	<i>Net Zero Economy</i>
<b>10.</b>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<b>11. Embed net zero requirements</b>	<ul style="list-style-type: none"> <li>• Call on Scottish Government to ensure Scotland's statutory framework supports whole-system change at the speed and scale needed to tackle the climate emergency.</li> </ul>	2021–2025	<i>Scottish Government</i>



## Investing in change

### Development of place-based investment programmes and innovative finance models

Edinburgh is the financial capital of Scotland and a leading global economic hub which is one of only 6 European cities rated among the top 20 centres for finance in the world. London is the only other UK city in the top 20 and Edinburgh has been progressing up the index in recent years, driving Scotland's economic growth and playing a leading role on the global stage.<sup>32</sup>

Regulatory changes and consumer pressure in the financial sector mean that investors are increasingly seeking 'impact investment' opportunities - where returns are also measured in terms of social and environmental benefits. This means they are also assessing investment opportunities according to 'ESG investment criteria' (economic, social and governance measures), as well as financial returns, are used to guide investment.

Edinburgh is uniquely-placed to accelerate this progress as both the host of one of the most dynamic financial services industries in the world, and as a world leader in research and data innovation.

There are opportunities for Edinburgh to work with Scottish Government to develop **innovative finance models** which lever this private capital and align it with re-configured place-based public sector **investment programmes**. This would ensure risks and rewards are shared more equitably, delivering revenue returns and other co-benefits to communities.

Innovative finance models and investment could prioritise community wealth-building and reduce the financial risks associated with failure to adapt to impacts of climate change, as the costs of not acting far outweigh the costs of acting now.

### Managing budget and capacity shortfalls

Cities are experiencing a budget and capacity shortfall crisis, despite access to debt at historically low interest rates. This comes at the same time as the urgent need to decarbonise, and to adapt to the effects of climate change, both of which will require investments of billions of pounds per city. Even with the availability of low-interest finance from the public purse, **the public sector alone will not be able to meet the financial challenge.**

### Connecting capital to investible projects

The city faces challenges in raising the level of up-front capital investment urgently required now, to deliver long-term financial returns, significant emissions reductions and wider co-benefits.

We also face challenges in developing 'ready to go' projects and opportunities at the scale needed to attract public and private sector investment into the city. Institutional investors typically require portfolios worth upwards of fifty million pounds to achieve economies of scale with few sources of finance and funding investing in the research and development of investable projects.

Financial decision-making in the city also often prioritises short-term risk and reward, in a way that limits the city's ability to respond to the long-term investments that are needed, if we are to tackle climate change.

<sup>32</sup> [The Global Financial Centres Index 27, Long Finance, March 2020](#)



## Ensuring investment responds to communities' needs

Organisations and businesses across the city are already investing in climate action through their fleets, their buildings, their energy sources and their work practices. But new investment will still be needed and in particular; investment to support access to upfront capital investment in buildings and infrastructure.

National funding streams often focus on very specific objectives that don't always align with city priorities or support more holistic place-based interventions. This means city partners have to invest significant time and resources in 'weaving together' multiple bids to be able to invest in a 'place' in a way that responds to the systemic challenge of net zero and the full range of that communities' needs.

## Our Vision

By 2030, Edinburgh's' transition to net zero will mean the city is benefiting from large-scale and co-ordinated **public and private investment** that is designed around the needs of citizens.

Investment will be deployed in a way that supports **place-based approaches** and a just transition to a net zero city. Citizens have **affordable and easy access to low carbon technologies** for insulating, heating, and powering their homes, and

**returns from investments** are delivering **benefits for Edinburgh's economy.**

## Our strategic approach

We can achieve over 60% of our emissions target with technology that currently exists and through investment that would pay for itself over time.

We will align public sector budgets to share risk and maximise efficiency and opportunity in net zero actions.

We will invest in the capacity and expertise needed to develop the city's pipeline of projects and maximise opportunities for attractive joint projects for investment.

We will strengthen the city's partnership approach to infrastructure projects to support net zero, to ensure Edinburgh is well placed to successfully access new national public sector funding streams focused on supporting the transition to net zero.

We will test innovative finance models and use learning from innovations to bring forward net zero investment programmes at scale and pace.



### Maximising national funding

By strengthening the city's partnership approach to heat and energy infrastructure; public building retrofit; place

based development; active travel and EV charging infrastructure, we will make sure that Edinburgh is well placed to successfully access the funding which will be available over the coming years from UK Government, Scottish Government and other funding bodies such as the National Lottery.

We will focus on accessing funding streams that allow us to meet strategic objectives of:

- Adapting to new post-Covid realities such as repurposing town centres, and enhancing active travel infrastructure.
- Preparing the city for the development of clean energy heat networks.
- Adapting to the effects of climate change by using ecosystem services and enhancing biodiversity.
- Establishing a Climate Transition Lab with partners that allows us to test new financing models for transformational interventions, including the retrofitting of the privately-owned housing stock across Edinburgh



## Fostering Edinburgh's investment potential

As the capital city of Scotland, with world class data and innovation centres, and with a long tradition as a hub for the global financial services industry, we are well placed to be a leader in financing the transition to net zero, and in doing so create opportunities for testing long-term approaches to place-based investments that create community wealth, and support rapid decarbonisation and a climate-ready city.

### Case study: Nature Climate Bonds

We're working with Abundance Investment to develop a pipeline of nature-based projects, using 'Nature Climate Bonds'. These are an approach to financing climate change and biodiversity loss actions by allowing local citizens to invest directly in nature-based projects in Edinburgh.

Citizens will be able to invest via a crowdfunding platform and earn a return on their investments. The first Nature Climate Bond will be launched in Edinburgh in 2021, and will be the first of its kind in the UK.

**Source:** City of Edinburgh Council

We will foster the investment potential of Edinburgh by working with partners to develop ambitious and attractive projects and proposals, test innovative finance models, including blended finance, and new approaches to sharing risk and reward.

One strategy output will be a City Investment Prospectus that will enable us to easily match investors to suitable projects in Edinburgh. These projects include responding to major challenges such as how to retrofit residential properties across the city, and preparing the city for the effects of climate change through adaptation.



## Creating innovative demonstration projects

We will identify opportunities for Edinburgh to develop demonstrator projects that can pave the way to solving the biggest challenges on the journey to sustainability. Demonstrator projects will be explicitly designed with citizens to build local skills capability and capacity, and test new financing structures.



## Developing large-scale investment projects

Through wider collaboration with city partners, we will develop a pipeline of large-scale/aggregated investible projects that focus on delivering the major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure projects that are needed to make the transition to net zero. Collaboration will allow us to use our unique position as an innovative capital.



## Unlocking investment

In doing this, we will look to move away from a public sector funding model which has limits to the amount the city can raise and often uses public borrowing to de-risk investments – to a ‘city as enabler’ model which connects investors to city opportunities, shares risk and reward more equitably, and allows much larger sums of money to be raised through private sector investment.

By working with providers of capital, such as Lothian Pension Fund, we will identify compelling opportunities to match patient finance to large-scale net zero projects which will benefit both investors and citizens.

We will work with UK finance and academic experts to develop strategic approaches to mobilising place-based climate finance. This includes working with the Place-Based Climate Action Network (PCAN) to explore how place-based net-zero and resilience goals can be connected with sources of finance and investment and aiming to scale up financing within the core PCAN cities including Edinburgh.

By working alongside other ambitious UK cities, and drawing on the academic and other expertise available through PCAN,

### Case study: Collaborating to access investment

Edinburgh is working alongside other ambitious UK cities, through the Edinburgh Climate Change Institute and as part of the Place-Based Climate Action Network (PCAN), to explore how net-zero and resilience goals can be better connected with sources of finance and investment - aiming to scale up financing within participating cities and regions.

This project aims to better connect place-based climate programmes to the right sources and models for investment. Through this project, we will extend Edinburgh’s reach by working as a collective to develop innovative finance models and to engage with large financing bodies.

**Source:** Edinburgh Climate Change Institute

we will aim to extend Edinburgh’s reach and engage with large financing bodies as a collective – including, but not limited to, banks, investors, the Green Finance Institute, Impact Investing Institute, and the new Centre for Greening Finance and Investment.

### Case study: Community investment bonds

In 2020, Warrington and West Berkshire councils each raised £1m by issuing Community Municipal Investments, which allowed citizens to directly invest in renewable energy infrastructure, the returns from which are repaid to investors over a 5-year period.

The bonds have already paid out the first round of repayments to investors and are designed to be issued multiple times per year to allow cities to quickly raise finance.

**Source:** [Warrington 2025](#) and [West Berkshire 2025](#)

## Outcomes: Investing in change

- City partner budgets are aligned towards net zero place-based investment
- Edinburgh is a centre for global capital investment, supporting the infrastructure projects needed to transition the city
- Investment in Edinburgh is also delivering social and economic benefits for citizens.

## Lead Actions

Action	Next steps	Indicative delivery timeframe	Partners
1. Create a pipeline of investible projects	<ul style="list-style-type: none"> <li>● Increase capacity and resources to develop feasibility studies and business cases that enable the development of a pipeline of investible projects</li> </ul>	2021–2023	Scottish Government
2. Providing an evidence base for investment	<ul style="list-style-type: none"> <li>● Develop Edinburgh’s Carbon Scenario Tool and wider shared data, especially around mobility and energy, to drive net zero innovation and provide an evidence base for investment</li> </ul>	2021-2023	Edinburgh’s Universities and Colleges
3. Developing innovative finance modes	<ul style="list-style-type: none"> <li>● Develop innovative finance models that share risk and reward and deliver economic and social benefits for Edinburgh’s citizens, beginning with Nature Climate Bonds and exploring, for example, city investment bonds.</li> </ul>	2021–2023	Scottish Government, SNIB, City of Edinburgh Council, private sector partners
4. Funding scalable tests of change	<ul style="list-style-type: none"> <li>● Seek funding to deliver scalable tests of change which use innovative finance models to deliver place-based net zero projects and build community wealth, beginning with net zero development and community retrofit</li> </ul>	2021–2023	City of Edinburgh Council, EIT Climate-KIC
5. Developing capital investment opportunities	<ul style="list-style-type: none"> <li>● Bring forward a pipeline of capital investment opportunities at scale, to deliver major heat and energy, transport, EV, greenspace, and energy efficient housing infrastructure projects that support the city’s transition to net zero.</li> </ul>	2024–2027	City of Edinburgh Council, public and private sector partners
6. Delivering place-based investment at scale	<ul style="list-style-type: none"> <li>● Call on Scottish Government to work with public bodies to develop joined-up funding streams to deliver place-based investment at a scale which supports the transition to net zero</li> </ul>	2024–2027	Scottish Government, City of Edinburgh Council, public sector partners

<b>7. Partnerships for infrastructure investment</b>	<ul style="list-style-type: none"> <li>• Call on Scottish Government to work with the Council and other public sector partners to invest in and share the risks associated with developing a pipeline of rapid action net zero infrastructure projects</li> </ul>	2021–2023	Scottish Government, City of Edinburgh Council, public sector partners
<b>8. Retaining economic benefits</b>	<ul style="list-style-type: none"> <li>• Call on Scottish Government to use existing mechanisms, and consider the development of additional measures, to ensure economic benefits resulting from city partner action on climate change and Covid recovery are shared with the city – helping to fund future action</li> </ul>	2021	Scottish Government
<b>9. Working with UK partners</b>	<ul style="list-style-type: none"> <li>• Develop strategic approaches to mobilising place-based finance.</li> </ul>	2021-2023	Place-Based Climate Action Network

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Not Council Policy

# Measuring success

## Monitoring city emissions

In 2020, Edinburgh, along with almost 1,000 cities, states and regions across the globe, including 33 local authorities in the UK, reported through the Carbon Disclosure Project (CDP) reporting system. CDP is an international non-profit organisation for companies' and cities' environmental reporting. It is the largest climate change focused data collection and assessment programme in the world.

A key element of the disclosure is the submission of emissions inventories which breakdown total emissions by activity. They are essential to help understand where progress has been made, and where efforts need to be accelerated.

## Carbon Scenario Tool

The Council has collaborated with the Edinburgh Climate Change Institute (ECCI) to develop an open source quantitative emissions calculation tool. The 'Carbon Scenario Tool' has been designed to inform Council decision making, by giving councillors and officers validated data on emissions impact at project, programme or city level, presented as a dashboard which

includes wider sustainability impacts, such as air quality. The tool allows the assessment of a wide range of projects, spanning from housing or transport to renewable energy generation – depending on the range and quality of data available for input. The tool is being further developed to help build capability for embedding climate impact into decision-making across Scotland through working with Scottish Government and the Scottish Cities Alliance.

## Tracking and reporting

City emissions will be tracked on an annual basis and progress measured against a target trajectory, as illustrated in figure 20.

This trajectory assumes that citizen and partner action will take time to build and will rapidly accelerate from around 2026 as learning from early action, innovation, and investment come together to drive whole-system change at pace.

This trajectory will be reviewed as required to take the forecast residual emissions and the agreed net zero strategy into account.

City and Council emissions will be monitored and disclosed publicly on an

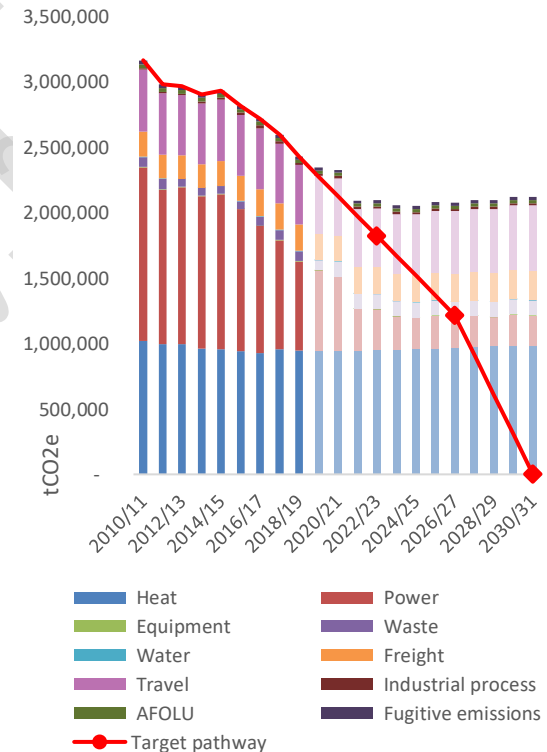


Figure 24: Edinburgh emissions sources and target pathway to 2030 (note: City's emissions based on the new Net Zero boundary. Darker shades represent historic emissions. Lighter shades represent Business As Usual projections)

annual basis through CDP<sup>33</sup> and the Public Bodies Climate Change Duties Report<sup>34</sup>. Signatories of the Edinburgh Climate Compact have also committed to monitor and disclose their organisational emissions.

Reporting and monitoring will be developed in line with the Strategy's implementation plan to be developed following publication of the strategy in late 2021.

### Measuring co-benefits

The reporting priority will be on the achievement of the net zero emissions target by 2030 (both for the Council's operational emissions and the city), but a range of other indicators will also be used to monitor, measure and report progress against wider sustainability objectives.

This will provide a comprehensive view of Edinburgh's wider sustainability progress.

These indicators will be finalised later in 2021 and could include existing measures such as:

- Poverty measures.

- Affordable and energy efficient houses and building.
- The number of parks with a green flag award demonstrating high quality public greenspaces and offering ecosystem services.
- Number of people using active travel as main mode of travel.
- Procurement spend focussing on local and small/medium business.
- Number of signatories to the Climate Commission's Edinburgh Climate Compact.

Reporting through the net zero strategy will not replace existing reporting by the council and city partners.

<sup>33</sup> [City of Edinburgh Council Response, Carbon Disclosure Project, accessed June 2021](#)

<sup>34</sup> [Public Bodies Climate Change Duties reporting submissions, Sustainable Scotland Network, accessed June 2021](#)

## Annex 1: Offsetting

### The need for offsetting

Even with a radical shift in the way we live to reduce emissions, it is unlikely that we will be able to reach *absolute zero*. It is not practically achievable to avoid all greenhouse gas emissions and some 'residual emissions' will remain. For example from waste management as recycling uses energy, or from electricity (as it is likely the UK grid will not be fully decarbonised by 2030).

To reach net zero, we can:

- Directly remove these emissions locally - for example by planting trees within the city, or using 'negative emissions technologies' such as carbon capture and storage (*Figure 32*);

and / or

- purchase offsets from an accredited scheme which removes emissions from anywhere in the world (*Figure 26*)

There is scepticism around offsetting as there is a risk it can be seen as mitigating the need to focus on bringing about transformational change now. However, in almost all emissions scenarios analysed by the

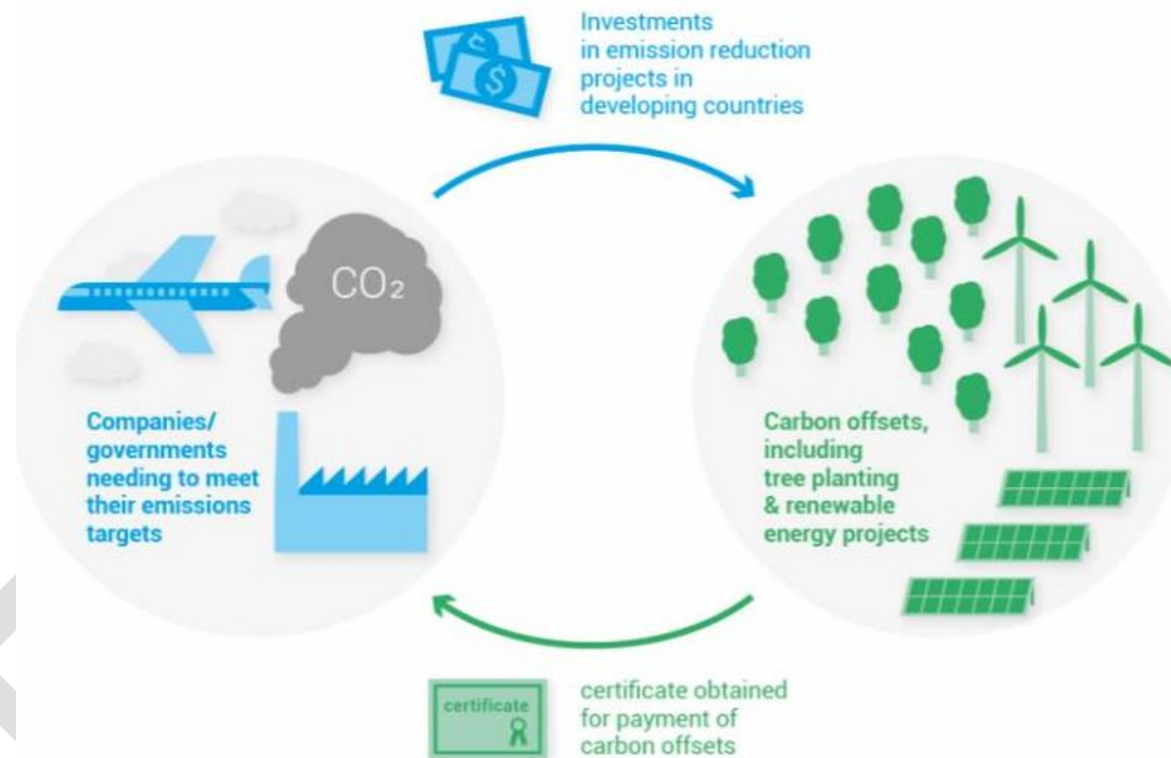


Figure25: Explainer of carbon offsetting. (Source: UN Environment Programme)

Intergovernmental Panel on Climate Change (IPCC), negative emissions technologies like the ones illustrated on *Figure 26* play a role in achieving targets.

In other words, we will have achieved net zero emissions when:

- a) The city's **greenhouse gas emissions**, expressed in tonnes of

CO<sub>2</sub> equivalent (**CO<sub>2</sub>e**), have been **reduced as much as practically achievable**.

- b) As a last resort, residual emissions are counterbalanced by removing



greenhouse gasses from the atmosphere (either directly within the city's boundary, or through the purchase of offsets), and or capturing and storing at least as much CO<sub>2</sub>e as was emitted by the City.

### Different ways to remove carbon

Offsetting strategies that rely only on tree planting require a lot of space<sup>35</sup>, and in an urban location, are unlikely to be feasible for the Council or city partners. According to the Royal Society, it is best to use a portfolio of approaches.

There are different options as illustrated on *Figure 29*. They range from new technologies like Direct Air Capture and Carbon Storage (DACCS) to innovative agricultural practices with techniques to introduce more carbon into soils, green towers and vertical planting, or intelligent forest management to ensure optimal tree growth.

There are also techniques based on chemical reactions with CO<sub>2</sub>, turning carbon from a gas into a solid. All these techniques are referred to as negative emissions technologies (NETs).

<sup>35</sup> For example, A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network research modelled emissions reductions of 65%

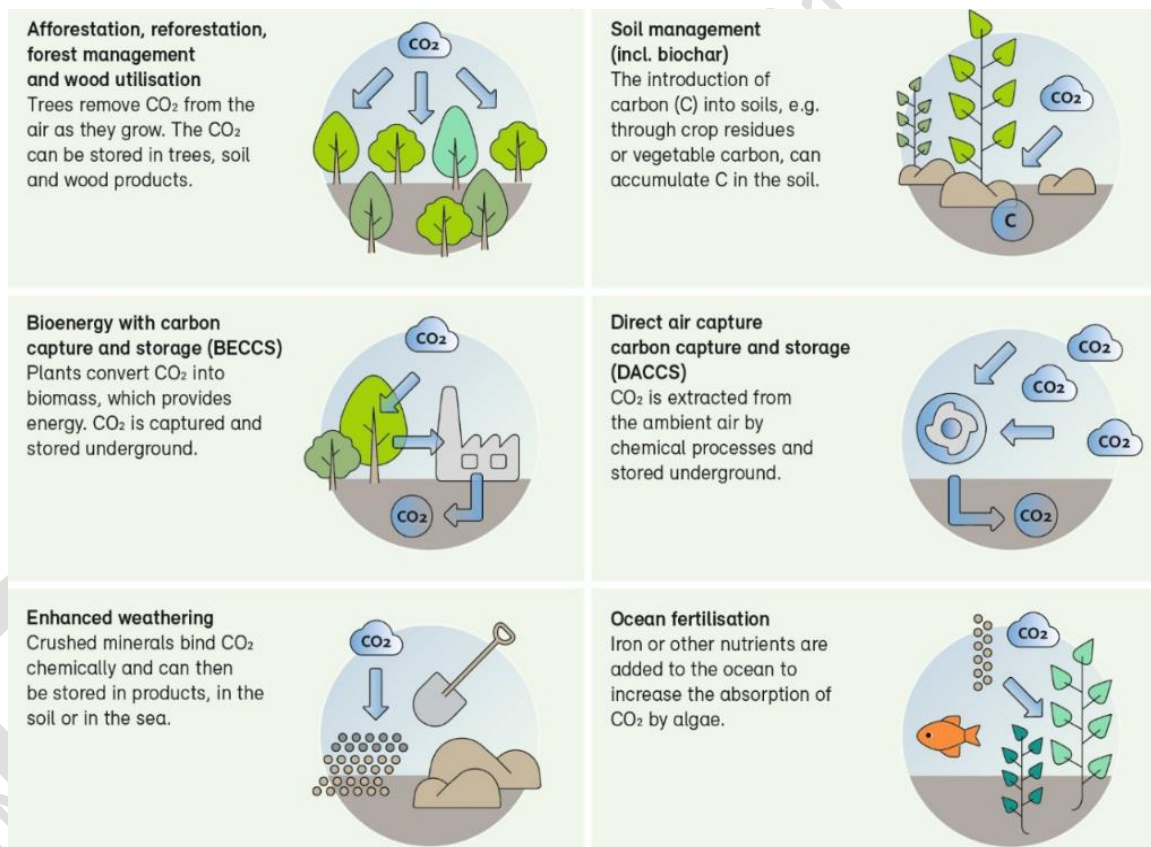


Figure 5 Possible approaches for negative emissions Source : [Swiss federal office for the environment](#)

### Carbon Management hierarchy

Some organisations that have adopted offsetting have also made a policy

from current levels and concluded that 517 million trees would need to be planted to off-set the remaining emissions. This would need land more

decision only use off-setting at the point that emissions have been reduced as far as practicable. How organisations choose to define 'as far as is practically achievable' and 'last resort' may differ, as can how cost is considered - for

than four times the total area of the city. [A Net-Zero Carbon Roadmap for Edinburgh, Place-Based Climate Action Network, 2020](#)

example, where further emissions reductions would be technically possible, but would come at significant financial cost.

Where organisations do choose to purchase off-sets, many will look to use schemes which have robust and transparent standards of verification and meet accredited quality principles. However, there is currently no universally accepted accredited scheme covering all the different types of offsets.

### Local or global?

Scotland's target is a "net zero within boundary" target, meaning that the Scottish Government will not use international offsets to do its fair share to limit global warming. Local or regional offsetting projects ensure the money spent stays locally and can deliver a multitude of co-benefits like habitat provision for wildlife; recreation and wellbeing; flood protection; urban cooling, cleaner air.<sup>36</sup> However, at the very local level, different areas have different limits on the options available to them – for example, space to plant trees, or availability of underground carbon storage capacity.

### A city-wide approach?

Offsetting is technically complicated and requires political and policy decisions, including the definition of quality principles and verification standards. At present, city partners each decide whether to offset and what approach to take, in line with their organisational responsibility for their policies and budgets.

For the city as a whole to be able to demonstrate it has met the net zero target, there will be a need to determine how off-setting should be treated and accounted for. There is a range of possible approaches, with each requiring further consideration and development.

Agreeing a city-wide approach to off-setting would allow city partners to develop a set of principles for off-setting – enabling a common approach to some of the policy issues described in this chapter.

There may also be scope to develop a city scheme for off-setting funds which partners could pay into, enabling local off-setting and the delivery of some of the co-benefits mentioned above. Membership of any scheme could be conditional upon signing up to the

Edinburgh Climate Compact, to ensure that partners are also taking action to reduce their emissions as a priority.

There may be opportunities to learn from city partners such as universities, who are already thinking about sector-wide approaches, and there could be scope to work at a regional, or even national level - to allow offsetting between Scottish local authority areas based on land availability or other factors.

Getting an approach to offsetting right for the city is an important part of the strategy. We will therefore consult on city off-setting in depth, as part of the broader consultation on this strategy, with a view to working with city partners and potentially other local authorities and Scottish Government over the longer term to consider and agree the best approach.

<sup>36</sup> [Advice on using nature based interventions to reach net zero greenhouse gas emissions by 2050, Natural Capital Committee, 2020](#)

## Annex 2: Glossary

Term	Meaning
<b>20-minute neighbourhood model</b>	The 20-minute neighbourhood is about giving residents the ability to meet most of their daily needs within a short trip by foot, cycle, or public transport. (Source: Council's business plan 2021-2026)
<b>Adaptation</b>	Climate change adaptation is the process of adjusting to current or expected climate change and its effects. (Source: IPCC)
<b>Active travel</b>	Making journeys by physically active means such as walking, cycling, or scooting.
<b>Biodiversity</b>	Biodiversity collectively describes millions of unique living organisms that inhabit Earth, and the interactions among them. They represent a vital element of our lives but are under continuous threat. (Source: European Environment Agency)
<b>Carbon Dioxide (CO<sub>2</sub>)</b>	A naturally occurring gas and one of the most abundant greenhouse gases in the atmosphere. Carbon dioxide is also a by-product of industrial processes, burning fossil fuels and land use changes.
<b>Carbon Dioxide Equivalent (CO<sub>2</sub>e)</b>	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO <sub>2</sub> e quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming potential.
<b>Carbon neutrality</b>	When CO <sub>2</sub> emissions caused by humans are balanced globally by CO <sub>2</sub> removals over a specified period (Source: IPCC SR15). This does not apply to other greenhouse gases.
<b>Carbon Footprint</b>	The sum of all emissions (in CO <sub>2</sub> e), which were produced by an individual or organisation in a given time frame. Usually a carbon footprint is calculated for the time period of a year.
<b>CCC</b>	Committee on Climate Change. The Committee on Climate Change is an independent body established under the Climate Change Act (2008) that advises the UK Government on setting and meeting carbon budgets and on preparing for the impacts of climate change.
<b>Circular economy</b>	The principle of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. (Source: Ellen MacArthur Foundation)
<b>City Partners</b>	Public, private and community and voluntary sector organisations who can have an impact on the city's emissions by reducing their own footprints or collaborating to unlock change.
<b>Civil Society</b>	Civil society refers to a wide array of organizations: community groups, non-governmental organizations [NGOs], labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations. (source: the World Bank)
<b>Clean energy</b>	Energy that comes from renewable, zero emission sources which do not pollute the atmosphere when used, as well as energy saved by energy efficiency measures.
<b>Climate Change</b>	The large-scale, long-term shift in the planet's weather patterns or average temperatures.
<b>Co-benefits</b>	The Fifth Assessment Report of the IPCC defines co-benefits as being "the positive effects that a policy or measure aimed at one objective might have on other objectives". These are the positive benefits related to the reduction of greenhouse

	gases, and range from improved public health, job creation, ecosystem preservation and biodiversity improvement, noise reduction, to improved access to mobility services, just to name a few.
<b>Community wealth building (CWB)</b>	Community wealth building (CWB) is a system-changing approach to community economic development that works to produce broadly shared economic prosperity, racial equity, and ecological sustainability through the reconfiguration of institutions and local economies on the basis of greater democratic ownership, participation, and control. (Source: Community-Wealth.org)
<b>EnerPHit/Passivhaus</b>	<p>EnerPHit is the established standard for refurbishment of existing buildings using the Passive House basic principles and components. The Passivhaus Standard for new construction is not always achievable for works to existing buildings. For this reason PHI (Passive House Institute) developed the 'EnerPHit – Quality Approved Energy Retrofit with Passive House Components' certification process for existing buildings. Significant energy savings of between 75% and 90% can be achieved even in existing buildings</p> <p>The basic 5 principles of the Passivhaus Standard are still used to achieve the EnerPHit Standard;</p> <ul style="list-style-type: none"> <li>• optimising thermal insulation levels</li> <li>• reduction of thermal bridges</li> <li>• high thermal performance windows</li> <li>• considerably improved airtightness</li> <li>• good indoor air quality maintained by a ventilation with heat recovery system with highly efficient heat recovery levels</li> </ul>
<b>Fabric first</b>	An approach to building design which involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. (Source: Carbon Futures)
<b>Greenhouse gas (GHG)</b>	Human generated emissions which contribute to the greenhouse effect, trapping heat from the sun.
<b>Green recovery</b>	Making sure that a cleaner, greener future is at the heart of plans to rebuild a strong economy after COVID-19.
<b>Green Infrastructure</b>	Green infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver quality of life and environmental benefits for communities. (Source: TCPA)
<b>Green/grey/brown hydrogen</b>	<p>Hydrogen, in itself, is a clean fuel. Manufacturing hydrogen fuel, however, is energy-intensive and has carbon byproducts. Brown hydrogen is created through coal gasification. Grey hydrogen is created from natural gas and throws off carbon waste.</p> <p>Blue hydrogen uses carbon capture and storage for the greenhouse gases produced in the creation of grey hydrogen. Green hydrogen production is the ultimate clean hydrogen resource and uses renewable energy to create hydrogen fuel (Source: Utility Analytics Institute)</p>
<b>Green/ Blue network</b>	Blue-green network planning consists of planning strategies based on blue water-based elements, green vegetation-based elements, green technologies and low carbon and climate-resilient infrastructure.
<b>Greenspace</b>	Any vegetated land or water within an urban area. This includes, parks, gardens, playing fields, children's play areas, woods and other natural areas, grassed areas, cemeteries and allotments. It also includes green corridors like paths, disused railway lines, rivers and canals and derelict, vacant and contaminated land which has the potential to be transformed (Source: Greenspace Scotland)

<b>Geothermal</b>	Relating to or produced by the internal heat of the earth.
<b>Grid decarbonisation</b>	Decarbonising the grid means decreasing the emissions per unit of electricity generated. The electricity grid will decarbonise over time thanks to the UK generating more and more energy from wind power and at the same time closing coal power plants.
<b>Heat network</b>	Heat networks (also known as district heating) supply heat from a central source to consumers, via a network of underground pipes carrying hot water. Heat networks can cover a large area or even an entire city, or be fairly local supplying a small cluster of buildings. (Source: <a href="#">Department for Business, Energy and Industrial Strategy</a> )
<b>IPCC</b>	Intergovernmental Panel on Climate Change, a research group created by the World Meteorological Organization and the United Nations Environment Programme, responsible for surveying and synthesising scientific work on climate change.
<b>Just transition</b>	A just transition seeks to ensure that the substantial benefits of a green economy transition are shared widely, while also supporting those who stand to lose economically – be they countries, regions, industries, communities, workers or consumers. (Source: European Bank for Reconstruction and Development)
<b>Landfill</b>	Disposal of waste material by burying it under layers of earth.
<b>Nature Based solutions</b>	Working with nature to address societal challenges, providing benefits for both human well-being and biodiversity.
<b>Negative emissions technologies (NETs)</b>	NETs are novel processes that aim to remove greenhouse gases from the atmosphere and hold them in long-term storage.
<b>Net-zero emissions</b>	According to the Scottish Government, a situation in which any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the “net” effect is zero emissions. Edinburgh has committed to ‘net zero’ emissions by 2030. To achieve this, we must reduce the emissions we produce to a minimum and capture any greenhouse gases we cannot avoid emitting through initiatives like tree planting.
<b>Offset</b>	An emission reduction or removal enhancement that occurs outside the GHG inventory boundary of an entity, and which is used to compensate for emissions occurring within the entity’s GHG inventory boundary.
<b>Offsetting</b>	Designs the process of trying to reduce the damage caused by releasing carbon dioxide into the environment by doing other things that remove carbon dioxide, for example, by planting trees”. (Source: <a href="#">Cambridge Dictionary</a> )
<b>Placemaking</b>	Creating quality places where people want to live, work and spend time in.
<b>Rain garden</b>	A rain garden is a garden designed to temporarily hold and soak in rainwater runoff that flows from roofs, driveways, patios or lawns. Rain gardens are effective in removing up to 90% of nutrients and chemicals and up to 80% of sediments from the rainwater runoff. Compared to a conventional lawn, rain gardens allow for 30% more water to soak into the ground. A rain garden is not a water garden. Nor is it a pond or a wetland. Conversely, a rain garden is dry most of the time. It typically holds water only during and following a rainfall event. (Source: <a href="#">Groundwater Foundation</a> )
<b>Retrofit</b>	Often retrofit involves modifications to existing buildings that may improve energy efficiency or decrease energy demand. In addition, retrofits are often used as opportune time to install low carbon heating systems to a building.
<b>Resilience</b>	Resilience is defined as the capacity to recover quickly from difficulties or shocks.

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks. (Source: *Climate Resilience Portal*)

DRAFT

## Annex 3: Edinburgh coalition involvement

### Building meaningful connections to accelerate climate action

National and global climate networks enable knowledge sharing between members to quickly scale up climate action across the world, raise the voice of local governments and their partners on the global stage, and highlight the role of cities, and their collective power in delivering on the ground carbon reductions.

Edinburgh has joined a number of coalitions and networks:



Edinburgh is one of only 15 European cities to be part of the EIT Climate-KIC Healthy, Clean Cities Deep Demonstrator programme. This allows us to work with the Climate Knowledge Innovation Community and its partners to learn from other European cities and design a series of 'tests of change' to be implemented in the next five years.



In February 2020, the Edinburgh Climate Commission for was

launched, co-sponsored by the Council. The Commission brings together city partners from across the private, public, academic and community and voluntary sectors to offer independent advice, expertise and challenge to the city to support accelerated action on tackling climate change.

In December 2020, the Council signed the Edinburgh Climate Compact launched by the Climate Commission, along with nine other signatories representing the health, finance, energy, construction, education, transport, arts and culture sectors. Signatories pledged to deliver key climate commitments.



Edinburgh signed up to the Global Covenant of Mayors initiative in 2011 and to the Mayors Adapt initiative in 2015. Since 2016, both initiatives have merged within the Covenant of Mayors for Climate and Energy - a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the impacts of climate change. In 2020, the City has been awarded with the maximum of six

badges recognising its climate mitigation and adaptation efforts.



In 2020, Edinburgh, along with almost 1,000 cities, states and regions across the globe, voluntarily reported through the Carbon

Disclosure Project (CDP) reporting system. CDP is an international non-profit organisation for companies' and cities' environmental reporting (*cf monitoring success section*).



The City of Edinburgh Council is also a member of UK100 (and of its ambitious Net Zero Local Leadership Club), a UK network for locally elected leaders who have pledged to do everything within their power to rapidly cut greenhouse gas emissions.




Edinburgh joined Cities CAN-B,<sup>37</sup> a global movement designed to mobilize hundreds of thousands of people (citizens and organizations) to collaborate in pursuit of the UN Sustainable Development Goals. This movement aims promote a cultural

<sup>37</sup> [Cities CAN-B](#), accessed June 2021

change that redefines the way we assume our responsibility and our impact on the cities we build and inhabit.

## Building momentum in the run up to COP26 coming to Scotland

 COP26 is a major United Nations climate change summit taking place in Glasgow from 1-12 November 2021 under the presidency of the UK government, and is being hosted in Scotland for the very first time. COP26 represents an important opportunity for Edinburgh to demonstrate the steps we are taking as Scotland's capital, to tackle climate change and build the partnerships we need to help deliver a net zero city. Edinburgh has joined three initiatives connected to COP26:

- COP26 Race to Zero is a global campaign to rally leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery that prevents future threats,

creates fair work, and unlocks inclusive, sustainable growth.

- UK100 Net Zero Pledge, a public commitment to bring council organisational emissions to Net Zero by 2030 and wider communities' emissions in line with Net Zero as soon as possible (and by 2045 at the latest).
- The establishment of a COP26 Edinburgh Events steering group, with members to include City of Edinburgh Council, Edinburgh University, Festivals Edinburgh, Edinburgh business and other partners, to maximise opportunities for the City from participation and attendance at COP26 and associated events.



## Covenant of Mayors – Europe

Stepping up action for a fairer, climate-neutral Europe



We, Mayors from all over Europe, hereby **step up our climate ambitions and commit to delivering action** at the pace that science dictates, in a joint effort to keep global temperature rise below 1.5°C - the highest ambition of the Paris Agreement.

For years already, cities have been turning **climate and environmental challenges into opportunities. Time has come to make it the overarching priority.**

As signatories to the Covenant of Mayors - Europe, we commit to taking everyone on this journey. We will make sure that our policies and programmes will leave no one and no place behind.

The transition to a climate-neutral Europe will have impacts in all areas of our societies. As local leaders, we must keep a watchful eye on those impacts to ensure fairness and inclusiveness. **We can only envisage a transition that is fair, inclusive and respectful of us citizens of the world, and of our planet's resources.**

**Our vision is that, by 2050, we will all be living in decarbonised and resilient cities with access to affordable, secure and sustainable energy.** As part of the Covenant of Mayors - Europe movement, we will continue to (1) reduce greenhouse gas emissions on our territory, (2) increase resilience and prepare for the adverse impacts of climate change, and (3) tackle energy poverty as one key action to ensure a just transition.

We are fully aware that all EU Member States, regions and cities are at different stages in their transition, and each have their own resources to respond to the ambitions set out in the Paris Agreement. We acknowledge once again our collective responsibility to tackle the climate crisis. The numerous challenges require a strong policy response at all levels of governance. The Covenant of Mayors - Europe is, before anything else, a movement of committed Mayors who share local solutions and inspire each other in the view to achieve this vision.

We commit to doing our share by undertaking the following actions:

1. **COMMIT** to setting mid- and long-term targets, consistent with the EU objectives, and at least as ambitious as our national targets. Our goal will be to achieve climate neutrality by 2050. Considering the current climate emergency, we will make climate action our priority and communicate it to our citizens.
2. **ENGAGE** our citizens, businesses and governments at all levels in the implementation of this vision and in the transformation of our

social and economic systems. We aim to develop a local climate pact with all the players who will help us reach those objectives.

3. **ACT**, now and together, to get on track and accelerate the necessary transition. We will develop, implement and report - within the established deadlines, an action plan to reach our targets. Our plans will include provisions on how to mitigate and adapt to climate change, while remaining inclusive.
4. **NETWORK** with fellow Mayors and local leaders, in Europe and beyond, to get inspiration from each other. We will encourage them to join us in the Global Covenant of Mayors movement, wherever they are in the world, would they embrace the objectives and vision described herein.

We, signatories to the Covenant of Mayors - Europe, affirm that we can take steps today (**Commit, Engage, Act, Network**) to ensure the well-being of present and future generations. Together, we will work to turn our vision into reality.

We count on the support of our national governments and the European institutions to provide policy, technical and financial resources that fit the level of our ambitions.

[Name and title of person signing this commitment]

Mandated by the [municipal council or equivalent] on  
[dd]/[mm]/[yyyy].

OFFICIAL SIGNATURE

\*\*\*

[Name and complete address of the signing authority]

[Name, e-mail and phone number of the contact person]

\*\*\*



The Covenant of Mayors - Europe Office is funded by the European Commission.

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## Policy and Sustainability Committee

10.00am, Thursday, 10th June 2021

### Edinburgh International Framework

Executive/routine  
Wards  
Council Commitments

#### 1. Recommendations

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It is recommended that the Policy and Sustainability Committee:

- 1.1 Approve the refreshed Edinburgh International Framework
- 1.2 Approve the role outlined for City of Edinburgh Council in delivery of the framework
- 1.3 Note that the refreshed framework has been developed in collaboration with members of the Edinburgh International Group
- 1.4 Approve proposal for City of Edinburgh Council to support University of Edinburgh in joining the World Innovative Cities Co-operation Organisation to develop civic links and innovative collaborations with partner cities.

**Andrew Kerr**

Chief Executive

Contact: Chris Adams, Strategy Manager, Policy and Insight  
Chris.Adams@edinburgh.gov.uk

## Edinburgh International Framework

### 2. Executive Summary

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- 2.1 The report presents a refreshed framework for international collaboration between Edinburgh partners.
- 2.2 The framework is refreshed in response to changing context and challenges arising from the covid-19 pandemic and the UK's withdrawal from the EU, as well as new developments in city wide priorities.
- 2.3 The framework articulates joint aims and objectives for Edinburgh city partners in international relations, and five core themes for delivery of actions.
- 2.4 In delivery of the framework, this paper outlines the Council's approach to ensuring international activity promotes equality and diversity objectives.
- 2.5 The paper further proposes that the Council support the University of Edinburgh in joining the World Innovative Cities Co-operation Organisation to develop civic links and support innovative collaborations with partner cities.

### 3. Background

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- 3.1 In August 2019 the Policy and Sustainability Committee approved a new framework of principles to guide future international engagement and activity by City of Edinburgh Council.
- 3.2 In August 2020, the Policy and Sustainability Committee agreed two motions relating to the role of Council international activity in supporting equalities issues.
- 3.3 In response to these motions, and to changing context for international relations as a result of pandemic and the UK's withdrawal from the EU, Committee approved a proposal to develop a refreshed Edinburgh International Framework to guide the work of the Council and city partners.

## 4. Main report

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- 4.1 The combined impact of the Covid 19 pandemic, and the UK's withdrawal from the EU, have significantly changed the context for Edinburgh's international collaborations, and the challenges the city faces.
- 4.2 During 2020 there were unprecedented interruptions to the city's globally recognised festivals schedule, and the number of overseas workers arriving in Edinburgh fell by over 60%. These impacts continue into 2021, with significant long-term concerns over tourism businesses in the city, and projections showing that a full return to pre-pandemic levels of economic output not likely to occur before 2024 or later.
- 4.3 These challenges, and the emergence of new city-wide policy commitments for Edinburgh to become a fairer, greener city within the next decade, mean that a new approach is needed to guide the work of city partners towards shared goals in international collaborations.

### **Developing the framework**

- 4.4 This new framework was developed in collaboration with members of the Edinburgh International Group, through group discussions and one to one interviews with members.
- 4.5 The Edinburgh International Group was established as part of the framework for collaboration published in 2019 and is the key city partnership for taking forward ambitions set out in this document.
- 4.6 The group is comprised of a number of key agencies involved in promoting Edinburgh as an open, welcoming city to the international community. The Group is chaired by the Chief Executive of the City of Edinburgh Council and, alongside Council members such as the Lord Provost, includes representation from national and local strategic partners covering key aspects of Edinburgh's international outreach:
  - 4.6.1 Scottish Government and national agencies such as Scottish Development International, and Scottish Enterprise
  - 4.6.2 Edinburgh Chamber of Commerce
  - 4.6.3 Edinburgh Airport
  - 4.6.4 Fintech Scotland
  - 4.6.5 University of Edinburgh
  - 4.6.6 Heriot Watt University
  - 4.6.7 Edinburgh World Heritage, and
  - 4.6.8 Festivals Edinburgh

## **Edinburgh International Framework**

- 4.7 Through this refreshed framework, Edinburgh city partners aim to use their collective international relationships, partnerships and activities to support Edinburgh's recovery ensuring that:
  - 4.7.1 Edinburgh's people are proud of and benefit from the city's unique global reputation and place in the world
  - 4.7.2 Edinburgh businesses are able to thrive and take advantage of international co-operation, trade and investment opportunities
  - 4.7.3 Edinburgh is recognised as a global meeting place for ideas, culture, and innovation, with world class educational, arts and heritage sectors, and
  - 4.7.4 Edinburgh is a fairer, greener, better connected city.
- 4.8 In delivery of this framework, the role of City of Edinburgh Council will be to:
  - 4.8.1 Provide secretariat support for the Edinburgh International Group and joint working
  - 4.8.2 Use civic role to engage with international partners towards priorities set out in the Edinburgh International Framework
  - 4.8.3 Support international activity organised by city partners where senior presence and leadership support from the council will enhance the visits by partners.
  - 4.8.4 Maintain existing twinning and city partnership arrangements
  - 4.8.5 Promote learning and knowledge sharing through membership of the Eurocities network and other international collaboration forums.
  - 4.8.6 Promote Edinburgh investment propositions and participate in MIPIM activity
  - 4.8.7 Use Council managed business support services and networks to help Edinburgh businesses to trade internationally
  - 4.8.8 Ensure that Council international relations activities are aligned to the Edinburgh Equality and Diversity Framework 2021-2025
  - 4.8.9 Ensure that Council international activities are carried out in accordance with the Council's International Travel Policy.
  - 4.8.10 Engage with international partners to promote equalities and align to best practice guidance, such as the Scottish Government's Human Rights and Equalities Policy on international relations.
  - 4.8.11 Encourage and promote virtual online knowledge international exchanges and project collaborations.

- 4.9 Alongside City of Edinburgh Council actions, the framework outlines core collective activities to be led and delivered by members of the Edinburgh International Group.

### **World Innovative Cities Co-operation Organisation**

- 4.10 The University of Edinburgh is Edinburgh's lead stakeholder on the World Innovative Cities Co-operation Organisation (WICCO). The WICCO was created to jointly build an open and innovative global platform, enhance exchange and cooperation in innovation across various domains among cities and organisations around the world, empower sustainable urban development with innovation, and lead innovation-driven urban economic development, social progress, and improvement of people's livelihood.
- 4.11 In line with the City of Edinburgh Council commitment to use its civic role to support international activity organised by city partners, it is proposed that the Council, through the office of the Lord Provost, join University of Edinburgh as a member of the WICCO network.
- 4.12 Membership of the network will allow the Council to develop and explore opportunities to promote innovation exchanges with other WICCO members.
- 4.13 Membership of the network carries no cost, and all activities will be taken forward within existing agreed budgets. All activity through the network membership will be carried out in alignment to the Council's Business Travel and Accommodation Guidance.

## **5. Next Steps**

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- 5.1 Next steps for the delivery of this framework include:
- 5.1.1 Supporting Edinburgh Chamber of Commerce in developing a city-wide programme of activities in the lead up to COP26 to showcase and promote discussion around Edinburgh's journey to be a climate ready net zero city by 2030.
  - 5.1.2 Working with Edinburgh International Group members to support city wide activities to promote recovery and resilience of the visitor economy, such as the Forever Edinburgh campaign.
  - 5.1.3 Disseminate the new Edinburgh International Framework plan to wider international partners and continue implementation of actions outlined in the framework.

## **6. Financial impact**

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- 6.1 Actions in this report can be taken forward within existing agreed budgets. Council membership of Eurocities is 16,500 Euros per annum.
- 6.2 Membership of World Innovative Cities Co-operation Organisation (WICCO) have no costs implications with any travel costs being paid by the organisers.

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

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- 7.1 The framework and this paper have been developed in collaboration with the Edinburgh International Group representing key stakeholders and partners in international activity across the city.

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

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- 8.1 [Edinburgh International Framework 2019](#)
- 8.2 [Motion by Councillor Staniforth - The City's Relationship with Krakow, August 2020](#)
- 8.3 [Motion by Councillor Day - Equality and LGBT + Rights, August 2020](#)
- 8.4 [Scottish Government Human Rights Policy](#)
- 8.5 [Equality and Diversity Framework 2021-2025](#)

## **9. Appendices**

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- 9.1 Appendix One – Edinburgh International Framework, 2021-26



# Edinburgh International Framework

2021-26

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# Executive Summary

Edinburgh is Scotland's international capital city, attracting workers, investors, visitors and students from all parts of the world. In recent years the city has welcomed:

- More overseas migrants than any other part of Scotland
- More foreign direct investment than any UK city outside London over the past decade
- Over 2 million visits from overseas tourists spending £1.2bn in the city every year pre-pandemic
- Over 4.5 million festival attendances per year from over 70 countries, and
- Growing numbers of international students – accounting for up to 19% of all students at Edinburgh's four Universities, and
- A growing population of non-UK born Edinburgh citizens, now accounting for some 16% of the total city population.

These global connections are important and are a key asset for making sure Edinburgh is a thriving city where everyone can enjoy the benefits of its success. Our international status provides a platform upon which the city can generate new jobs, bring in new ideas and innovations, enrich our culture, and help our citizens to engage in a global society.

## Edinburgh International Group

The **Edinburgh International Group** is a collaboration of partners committed to working together, and taking a 'Team Edinburgh' approach to enhancing the city's existing international connections, finding new opportunities to build on Edinburgh's strengths, and strengthening the city's international reputation.

First established in 2019, members of the group include, City of Edinburgh Council, Scottish Government, Edinburgh Chamber of Commerce, Edinburgh Airport, Festivals Edinburgh, Scottish Enterprise, SDI, University of Edinburgh, Fintech Scotland, and Edinburgh World Heritage.

## Covid, Brexit, and the need for a new approach

In 2019 City of Edinburgh Council published its first city-wide international framework promoting joint working between city partners to maximise the impact of international connections and relationships.

Since the launch of that framework, the combined impact of the Covid 19 pandemic, and the UK's withdrawal from the EU, have significantly changed the context for those collaborations, and the challenges the city faces.

Tourism and airport visitor numbers reached an all time low in 2020, the year saw unprecedented interruptions to the city's globally recognised festivals schedule, and the number of overseas workers arriving in Edinburgh fell by over 60%. These impacts continue into 2021, with significant long-term concerns over tourism businesses in the city, and projections showing that a full return to pre-pandemic levels of economic output not likely to occur before 2024 or later.

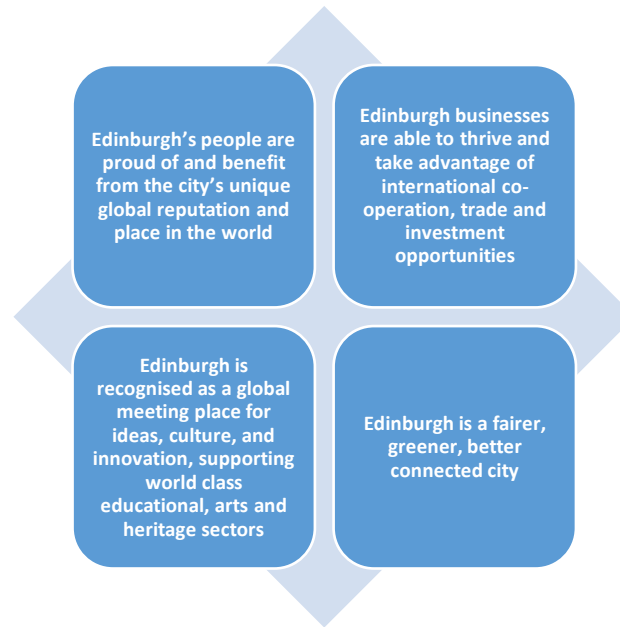
These challenges, and the emergence of new city-wide policy commitments for Edinburgh to become a **fairer, greener city** within the next decade, mean that a new approach is needed to guide the work of city partners towards shared goals in international collaborations.

### A new Edinburgh International Framework

This document provides a refreshed framework for international collaboration between Edinburgh partners. It aims to define common objectives and ambitions, immediate priorities for joint working, and an overview of key actions partners will focus on over the next few years.

#### Aims and ambitions

With this framework, the Edinburgh International Group aim to use their collective international relationships, partnerships and activities to support Edinburgh's recovery ensuring that:



#### Actions and delivery

To meet these aims the Edinburgh International Group will commit to joint working on immediate priorities for action in 2021/22 to support **Edinburgh's economic and cultural recovery from pandemic**, and **promote and co-ordinate Edinburgh's participation in COP26**.

This framework sets out further details of the actions Edinburgh International Group will collaborate on to ensure the city's renewal and

recovery over the coming years, including actions to:

- Take a Team Edinburgh approach to encouraging international trade and investment
- Support the recovery and resilience of Edinburgh's visitor economy
- Promote Edinburgh as a destination for international talent, students, and skilled workers
- Enhance Edinburgh's status as an international capital for research and innovation
- Protect, proactively support and sustainably manage Edinburgh's unique assets and heritage to promote the global sharing of ideas, arts, and culture.



# 1. Introduction

In 2019 Edinburgh launched its first framework for international collaboration, providing a guide for city partners working together to maximise the impact of their collective global relationships.

In the past 12 months, the combined impact of the global covid-19 pandemic, and the UK's withdrawal from the EU have prompted a need to refresh this framework and make sure that Edinburgh's international activity remains focused on meeting the needs of the city.

This document aims to provide a foundation for international collaboration by city partners over the next few years, setting out:

- Shared aims and objectives
- Immediate priorities for joint working
- Core activities, roles, and actions for delivery by partners.

In doing so, the document provides a framework around which city partners will collaborate to Edinburgh International Framework

strengthen international relationships and showcase the city. In doing so, the framework will support partners to:

- Share knowledge and information on international activities, opportunities and challenges, and
- Find new opportunities to work together to build on Edinburgh's strengths, create international knowledge exchanges on the application of historic city management practices and enhance the city's international reputation.

## Edinburgh International Group

The Edinburgh International Group was established as part of the framework for collaboration published in 2019, and is the key city partnership for taking forward ambitions set out in this document.

The group is comprised of a number of key agencies involved in promoting Edinburgh as an open, welcoming city to the international community. The Group is chaired by the Chief Executive of the City of

Edinburgh Council and, alongside Council members such as the Lord Provost, includes representation from national and local strategic partners covering key aspects of Edinburgh's international outreach:

- Scottish Government and national agencies such as Scottish Development International, and Scottish Enterprise
- Edinburgh Chamber of Commerce
- Edinburgh Airport
- Fintech Scotland
- University of Edinburgh
- Heriot Watt University
- Edinburgh World Heritage, and
- Edinburgh Festivals

This group represents a powerful collection of international relationships and connections which reach across the whole world.

### City of Edinburgh Council

Uses its civic role and capital city status to represent and promote the city, with the Lord Provost acting as civic head for the city and Edinburgh's ambassador on the world stage. The Council maintains Edinburgh's relationships with 10 current twin cities, as well as friendship agreements or memorandums of understanding with cities such as Kyoto and Shenzhen. The Council is a member of the Eurocities network for international collaboration, and is one of only 15 European cities to be part of the Climate-KIC Healthy, Clean Cities Deep Demonstrator programme.

### Scottish Government and agencies

Scottish Government has representative offices/hubs in Beijing, Ottawa, Washington, Brussels, Dublin, London, Paris and Berlin. Scottish Development International has 34 global offices across the Americas, Asia (Pacific), Europe, Middle East and Africa and a GlobalScot network worldwide.

### Edinburgh's Universities

Heriot Watt University operates a transnational education policy via campuses in Dubai and Malaysia. The University engages with approximately 85 academic partners in 35 countries and have an estimated 29,000 students from 160 countries. The University of Edinburgh operate over 270 live partnerships with institutions in 56 countries. Edinburgh Global has offices in Santiago, Singapore, Mumbai, New York City and Shanghai, with a Global alumni network connecting over 300,000 graduates.

### Edinburgh Chamber of Commerce

Edinburgh Chamber of Commerce plays an important role in connecting local Edinburgh businesses with opportunities across the UK and internationally. The chamber promotes events, trade missions, training, and support to help businesses take the next step in their international journey.

### Festivals Edinburgh

As well as attracting attendees from over 70 countries worldwide, Edinburgh's Festivals collectively attract nearly 40,000 performers and participants from 85 countries. More than 1,000 international producers and 1,000 international media are accredited every year.

### Fintech Scotland

Fintech Scotland are creating valuable connections with other fintech hubs around the world, including connections in Japan, Spain, Belgium, France, Australia, Boston, New Zealand and Sweden

### Edinburgh Airport

Scotland's busiest airport, welcoming more than 14.7 million people through our doors in 2019. The airport provides direct connections to more than 150 destinations and work with 40 airlines to welcome people to Scotland and take Scotland to the world.

### Edinburgh World Heritage

Works with international collaborators to influence and improve historic city management practice - bringing knowledge, resources and good practices to the benefit of Edinburgh, its heritage and its stakeholders. Edinburgh World Heritage are a respected member of a dynamic and international network of organisations, who collaborate across international boundaries

### Policy Alignment

In working together to meet shared objectives, the work taken forward through this framework will also support, align to, and influence the delivery of key national and local policies and strategies.

From a Scotland wide perspective, the framework supports local aspects of delivery of **A Trading**

**Nation** – the Scottish Governments plan for growing exports - and **Investing with Purpose** – Scotland's plan for driving an investment led recovery.

In doing so, the framework also supports the work of agencies in attracting and supporting investors to Scotland, helping businesses to become exporters, and supporting existing businesses who already trade internationally.

From a city perspective, the framework aligns to the development plans of individual partners while also supporting key city-wide strategies for implementation over the next decade. In particular, the framework supports delivery of the **Edinburgh Economy Strategy**, the **Edinburgh 2030 Tourism Strategy**, and, by supporting international investment in Edinburgh's green economy and infrastructure, the city's commitment to become a **Climate Ready Net Zero City by 2030**.

All City of Edinburgh Council activity taken forward through this framework is aligned to the delivery of the new **Council Business Plan**, and with core cross Council policies such as the **Equality and Diversity Framework**, and the **Council Travel Policy**.

## 2. Challenges and opportunities

Edinburgh’s economy will face its biggest challenge for a generation during the early part of this new decade.

Making the most of Edinburgh’s international connections and relationships will play a role in supporting the city’s economic recovery, communities and cultural resilience. The work outlined in this framework can help ensure Edinburgh retains its place an increasingly competitive international stage and bring substantial benefits to our residents.

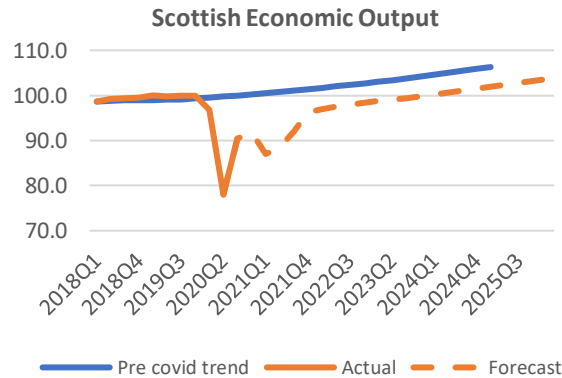
### Economic impacts of pandemic

The economic disruption caused by COVID-19 has been felt across every sector and every community in the entire city-region.

Many businesses are closed, or trading at reduced levels, the risk of insolvency is high, putting many current and future jobs at risk. Many more people are dependent on benefits in Edinburgh than was the case pre-pandemic. Economic output fell in

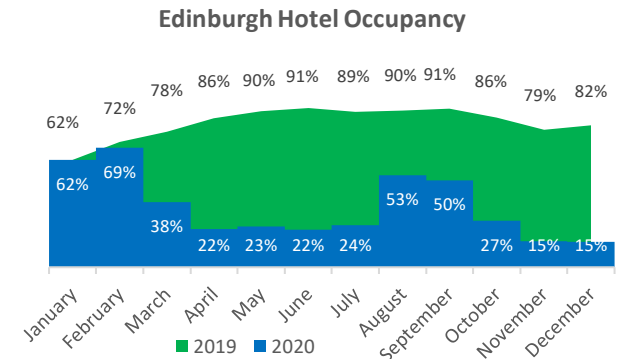
Edinburgh International Framework

2020 and, while recent early signs of recovery are promising, forecasts predict that a full return of output lost due to the pandemic may not be reached until 2026.



Visitors to Edinburgh fell significantly during 2020 severely impacting on sectors such as retail, hospitality and tourism. Whilst the summer season saw a boost in domestic tourism activity in rural areas of Scotland, in Edinburgh much of 2020 visitor numbers were significantly down on past trends. Edinburgh retains a critical role in the future of tourism to Scotland especially for overseas visitors with many using the city as a gateway to the rest of Scotland and as common feature as part of their trip.

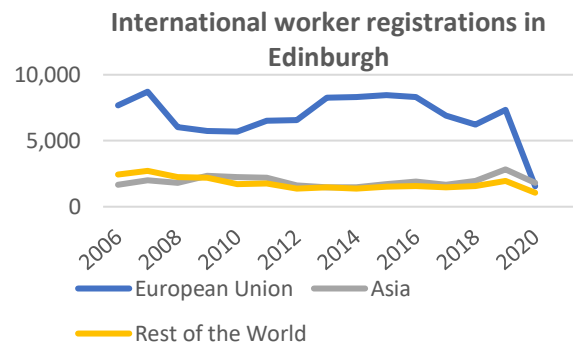
The fall in visitors meant that many consumer facing services also suffered disproportionately due to indoor venues being one of the last areas to reopen.



### UK relationships with the EU

It will take some time for the medium and longer terms structural changes in trade caused by Brexit to be fully felt and understood. Early evidence does show a drop in exports, with trade levels down for 28% of Scottish exporters in January 2021. According to the latest ONS figures on exports from the UK, the country experienced its biggest fall in exports in early 2021, though it is unclear at present the degree to which these trends are related to pandemic or to Brexit.

One key factor noted in discussions related to Brexit has been the potential impact on the supply of labour for key sectors in Edinburgh. Latest data do show challenging trends in this area, with the number of overseas nationals registering for work in Edinburgh falling by 63% in 2020. As with other factors, including international student flows, considerable uncertainty remains over the long-term trends for such workers during the post pandemic recovery period.



### Strengths and Opportunities

In 2021 Edinburgh will see the completion of major new infrastructure projects such as St James, Edinburgh Haymarket and the refurbishment of the historic former House of Fraser building at the west end of Princes Street. Such projects are among the Edinburgh International Framework

most significant in the UK this year, and represent an opportunity to build and renew the international profile and attractiveness of Edinburgh's historic city centre.

Beyond these, the city is growing with progress in development of key strategic sites in the city expected in the next 18 months - including Granton and Edinburgh Bioquarter. These new developments provide an opportunity to develop places that offer improved spaces for communities and opportunities for inward investment.

Edinburgh is committed to becoming a Climate Ready Net Zero City by 2030. Achieving net zero will involve promotion of the city's significant international investment opportunities for new green economy and infrastructure.

The city has strengths and competitive advantages in world class sectors such as Fintech and Life Sciences, as well as opportunities to maximise the impacts arising from Edinburgh's status as the Data Capital of Europe.

Edinburgh's visitor and culture economy are a core part of the city's identity and success, and ensuring that international visitors can return safely and in a way that benefits the city is critical to a strong recovery from pandemic.

Together with new and upcoming developments, there is much to be learned from Edinburgh's experience of emerging from previous economic recessions. The lessons of the 2008 financial crisis, for instance, showed Edinburgh's economy to be strong and resilient, despite major challenges in one of its key internationally significant sectors.

Through recovery from this pandemic, then, it is Edinburgh's core strengths – a skilled workforce, world class cultural, built and natural heritage, an innovation and entrepreneurial ecosystem, and a globally renowned tourism and culture offer – which will help Edinburgh to be a productive, and prosperous city where all our people can thrive.

### Levers for change

In addressing these challenges, and aiming to build on these strengths, the work of the city partners can focus on a number of key levers for change in

supporting and promoting Edinburgh's international assets.

- [Edinburgh's global reputation](#)

Edinburgh's long history of international appeal and success is recognised globally. This international reputation draws talent and investment to our city and our cultural offer draws in visitors from around the world. Using international relations to promote and enhance this reputation is important for this framework's success.

- [Connections, relationships and networks](#)

The Edinburgh International Group collectively engage with a wide range international networks in all our key priority action areas. These connections are a key tool in promoting the city's collective international ambitions.

- [Connectivity, physical and digital](#)

Connectivity, both physical and digital, is an important enabler for the delivery of Edinburgh's international objectives. Physical connectivity supports trade and investment and as well as international students and visitors. Edinburgh's

resilience in 2020/2021 has rested on its connectivity in a digital, virtual international environment.

- [Civic diplomacy and institutional strength](#)

City-region diplomacy is a powerful enabler for supporting our international ambitions, facilitating our engagement on a global stage on agendas that are important to Edinburgh. Our strong consular corps, supported by Edinburgh's Lord Provost, also support our international residents and inward delegations.

- [Business and investment propositions](#)

Edinburgh's strong entrepreneurial ecosystem, and portfolio of investment propositions are core assets for attracting investment and talent to the city. Promotion of these assets and opportunities will support the aims of this international framework.

## Edinburgh's International Levers for Change

Global Reputation

Connections, relationships and networks

Connectivity - physical and digital

Civic diplomacy and institutional strength

Business and investment propositions



### 3. Aims and objectives

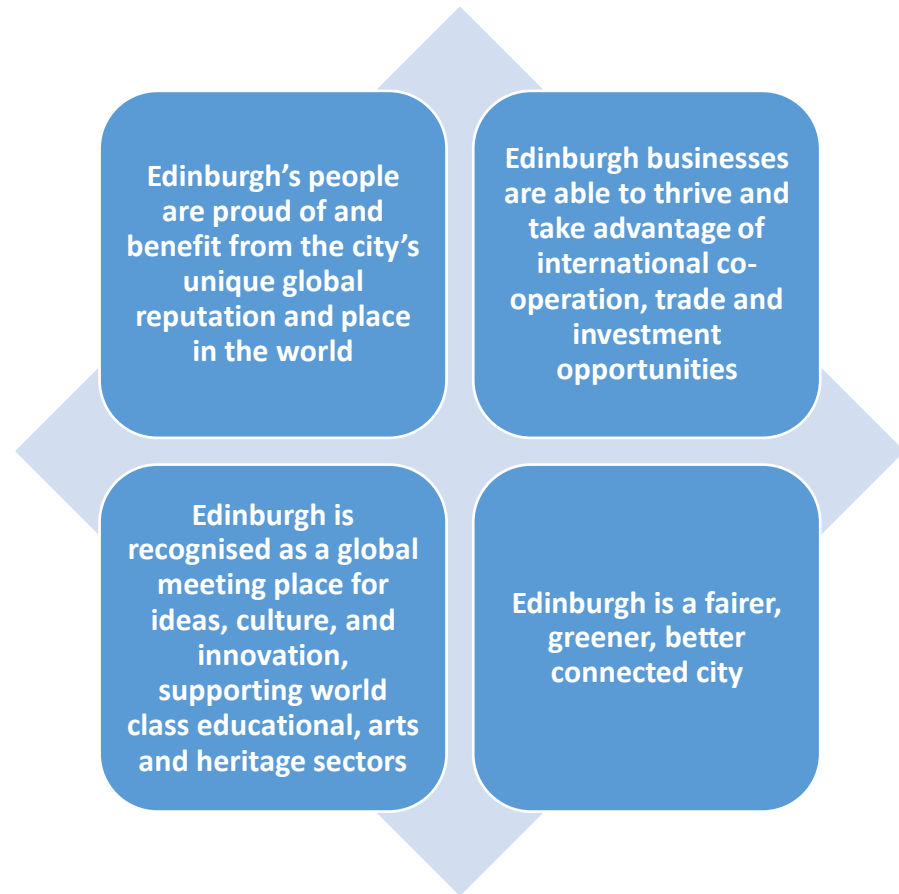
Through this framework and its implementation over the coming years, city partners in Edinburgh aim to make best use of our collective international relationships, partnerships and activities to support recovery from pandemic and deliver four key aims for the citizens of Edinburgh.

These aims provide a focus for international collaboration by city partners, and for the way in which Edinburgh’s international assets, profile and opportunities can be used to the benefits of all Edinburgh’s citizens.

The framework, and the actions outlined in the next section of this report, have been developed through engagement, both in group discussion and in one to one interviews, with members of the Edinburgh International Group, as well as review of activity, plans and strategies to which all members are working towards. As such, the framework and its actions represent an articulation of the common goals and objectives shared by all city partners involved in the international promotion of the city.

Measurement of success against these aims will be taken forward through reporting against the core city-wide strategies to which this framework is aligned – with particular reference to the Edinburgh Economy Strategy, and the Edinburgh 2030 Tourism Strategy, as well as annual reports and progress frameworks produced by City of Edinburgh Council and other Edinburgh International Group members.

#### *Four key aims and ambitious*



## 4. Actions for delivery

In taking forward these aims, Edinburgh International Group members will meet regularly and work together to:

- Collaborate on shared priorities for international collaboration and showcasing the city.
- Share knowledge and information on international activities, opportunities and challenges.
- Find new opportunities to work together to build on Edinburgh’s strengths, and enhance the city’s international reputation.

### Short term priorities

In the immediate term, this joint working during 2021/22 will focus on:

- **Supporting Edinburgh’s economic and cultural recovery from pandemic** – including supporting the recovery and resilience of Edinburgh’s visitor economy through the Forever Edinburgh Campaign, supporting the development of

Edinburgh’s Economic Recovery Strategy, and supporting the international aspects of the Scottish Government’s programmes for economic renewal and recovery, and

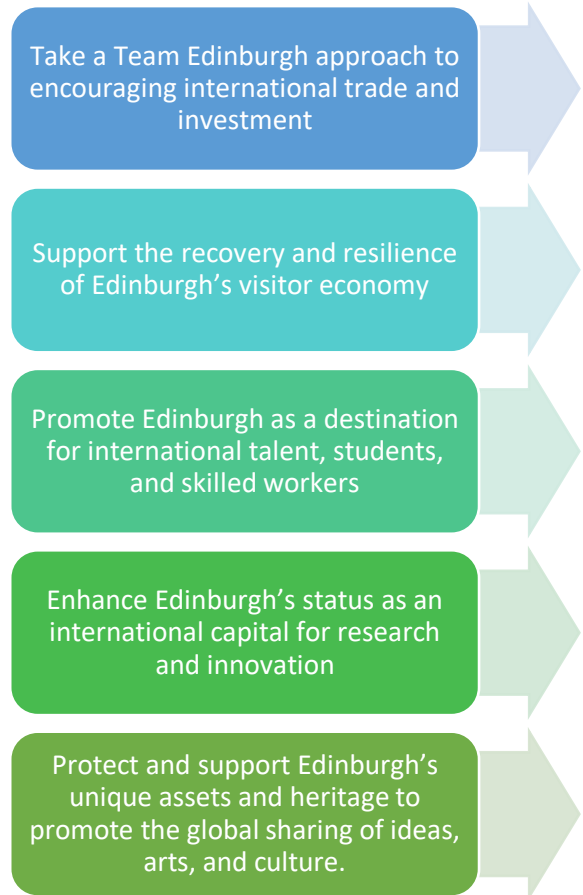
- **Promote and co-ordinate Edinburgh’s participation in COP26** – including supporting work, to be led by Edinburgh Chamber of Commerce, to co-ordinate a programme of events in the lead up to COP26 showcasing Edinburgh’s net zero assets and ambitions.

### Medium to long term actions

This framework sets out further details of the actions Edinburgh International Group will collaborate on to ensure the city’s renewal and recovery over the coming years.

The table here provides detail on these actions, structured around five core themes of activity.

In delivering this framework, Edinburgh International Group partners will:



### City of Edinburgh Council actions

In delivering these actions, the role of City of Edinburgh Council will be to:

- Provide secretariat support for the Edinburgh International Group and joint working
- Use civic role to engage with international partners towards priorities set out in the Edinburgh International Framework
- Support international activity organised by city partners where senior presence and leadership support from the council will enhance the visits by partners
- Maintain existing twinning and city partnership arrangements
- Promote learning and knowledge sharing through membership of the Eurocities network and other international collaboration forums
- Promote Edinburgh investment propositions and participate in MIPIM activity
- Use Council managed business support services and networks to help Edinburgh businesses to trade internationally
- Ensure that Council international relations activities are aligned to the Edinburgh Equality and Diversity Framework 2021-2025
- Engage with international partners to promote equalities and align to best practice guidance, such as the Scottish Government's Human Rights and Equalities Policy on international relations.

### Collective actions for delivery

Actions to be delivered and led on by members of the [Edinburgh International Group](#) as a part of this framework are highlighted below. The actions will be reviewed to ensure relevance and remain flexible to respond to new opportunities. Individual partner international activity will develop alongside the wider collective framework.

### Take a Team Edinburgh approach to encouraging international trade and investment

Promote Edinburgh investment propositions and participate in MIPIM activity.

Use business support services and networks to help Edinburgh businesses to trade internationally.

Host virtual inward and outward trade delegations and deliver advice on how to overcome barriers to export.

Deliver a Customs Declaration Service and carry out a communications campaign on international support to businesses.

Develop hubs initially identified for consideration as a Fintech Bridge for Fintech Scotland.

Partner with regional agencies to develop new strategic sites that will open up future investment opportunities, and promote Edinburgh's export, inward investment and capital investment propositions within key markets through SDI's international network.

### Promote Edinburgh as a destination for international talent, students, and skilled workers

Maintain the global presence of Edinburgh's Higher Education Institutions through international offices and global alumni networks.

Through global communities, exchanges and partnerships, promote Edinburgh as a world-leading research and innovation destination.

Enhance Edinburgh's student offer and remain competitive globally as a greater place to study, recognising that international students are ambassadors for the city-region.

### Support the recovery and resilience of Edinburgh's visitor economy

Promote and support delivery of the Edinburgh 2030 Tourism Strategy.

Connect and promote Forever Edinburgh initiative to UK networks.

Work in-market with the travel trade and ETAG to encourage safe return of international visitors, and support delivery of Edinburgh airport's sustainability plan.

Promote and enhance Edinburgh's international connectivity - through physical and digital connections.

### Enhance Edinburgh's status as an international capital for research and innovation

Promote Edinburgh's world-leading university R & D through the international alumni and office networks

Foster international research and innovation partnerships and promote our research and innovation capabilities globally.

Promote Edinburgh's commitment to use data driven innovation and other research assets to address societal challenges such as tackling inequality and climate change.

### Protect and support Edinburgh's unique assets and heritage and promote the global sharing of ideas, arts, and culture

Promote learning, knowledge sharing, and application of best historic city management through membership of the Eurocities and partners' networks.

Establish a COP26 events groups to showcase and promote discussion around Edinburgh's journey to be a climate ready net zero city.

Pursue a joint strategy of international engagement to stimulating additional programme development, attract international investment, extend knowledge exchange networks, and build the reputation and profile of Edinburgh's Festivals. Identify opportunities and collaborate to secure funding sources /mechanisms to support the conservation of the historic environment and better secure the contribution this makes to the USP of the festivals as well as city life.

Build links to Historic Cities worldwide. Use international programme to bring in expertise and resources. Use the World Heritage Leadership programme to build capacity to link the heritage sector to wider communities.

Maintain civic links with twin cities and provide Lord Provost support to partner activities.

Promote learning and knowledge sharing through membership of the Eurocities network.

# Appendix 1: Edinburgh Twin Cities

## TWIN CITIES

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

### Twinning arrangements established for limited periods of time

City	Country	Established
Vilnius	Lithuania	1994 (Expired)
Krakow	Poland	1995
St Petersburg	Russia	1995 (Expired)

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

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

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# Policy and Sustainability Committee

10:00am, Thursday, 10 June 2021

## End Poverty Edinburgh Delivery Plan – Progress Monitoring Framework

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 Approve the approach to monitoring progress with the End Poverty Edinburgh Delivery Plan.
- 1.2 Note that the framework is aligned with the Council's new Planning and Performance Framework for the Council Business Plan.
- 1.3 Note the work planned to develop ways to assess the level of stigma experienced by people in relation to poverty.
- 1.4 Note that work delivering the plan remains underway including through the additional investment of £1.625M approved by Council in February 2021. A full annual progress report will be provided in Autumn 2021.

**Andrew Kerr**

Chief Executive

Contact: Eleanor Cunningham, Lead Policy and Insight Officer

E-mail: [eleanor.cunningham@edinburgh.gov.uk](mailto:eleanor.cunningham@edinburgh.gov.uk) | Tel: 0131 553 8220

# Policy and Sustainability Committee

## End Poverty Edinburgh Delivery Plan – Progress Monitoring Plan

### 2. Executive Summary

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- 2.1. This report describes the progress monitoring framework for the End Poverty Delivery Plan as agreed by the Policy and Sustainability Committee in December 2020.
- 2.2. The framework includes the four targets for ending poverty by 2030, which the Council has committed to, city-wide poverty risk factors and progress with the Council's delivery plan, assessed through milestones and performance indicators.
- 2.3. The first annual progress report will be produced in Autumn 2021.
- 2.4. Work is ongoing to address challenges including how to assess levels of stigma experienced by people in relation to poverty.

### 3. Background

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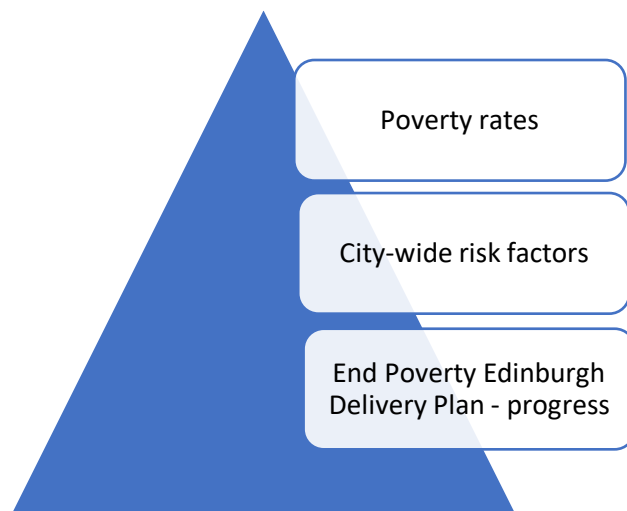
- 3.1. The final report of the Edinburgh Poverty Commission was considered by Policy and Sustainability Committee in October 2020.
- 3.2. The Commission was clear that ending poverty in Edinburgh cannot be delivered by the City of Edinburgh Council alone. Action is required by a broad range of actors, including UK and Scottish Governments, local public sector agencies, employers and investors, third sector organisations, and Edinburgh citizens.
- 3.3. In considering the report, the Council committed to working towards the aim of ending poverty in Edinburgh by 2030 as defined by the four targets set by the Commission (see 4.6 below).
- 3.4. The Council's delivery plan to end poverty was agreed at Policy and Sustainability in December 2020. It spanned 11 priority actions needed to deliver significant step change towards ending poverty in Edinburgh, and 44 actions identified through existing or forthcoming mainstream Council plans and strategies.
- 3.5. Committee agreed that the first annual progress report on ending poverty will be produced in Autumn, marking one year since the Poverty Commission published its recommendations. Poverty Commissioners will be invited to reconvene to review the progress made by the Council and other city partners.



## 4. Main report

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- 4.1. The framework described in this report has been developed to provide an overview of the progress made by the Council with its End Poverty Edinburgh Delivery Plan, the Council's contribution to ending poverty in the city.
- 4.2. The framework is intended to be flexible and responsive, adopting advances in methods of estimating the scale of poverty and the impact of policy interventions, and in recognition that targets and actions may need to be reviewed to respond to events, circumstances and emerging evidence.
- 4.3. There are a number of challenges in establishing an effective performance framework where there are multiple, dynamic factors and players. The challenges are outlined in the appendix, but key among them is determining the scale and combinations of intervention that will be needed to lift people out of poverty. This is a challenge which is well recognised, and bodies including the Joseph Rowntree Foundation and the Fraser of Allander Institute are involved in developing ways to meet these challenges.
- 4.4. The key elements of the framework are illustrated below and described in turn, with full details provided in Appendix 1.



### Measuring rates of poverty

- 4.5. This part of the framework uses the four targets which the Council has committed to, to track progress over the long term towards ending poverty across the city.
- 4.6. The four targets are shown below, with estimates of the number of people who will need to be lifted out of each type of poverty shown where applicable:
  - 4.6.1 No-one in Edinburgh experiences stigma due to their income
  - 4.6.2 No-one in Edinburgh needs to go without basic essentials they need to eat, keep clean, stay warm and dry (580-750 people per year)

4.6.3 Fewer than one in ten people are living in relative poverty in Edinburgh at any given time (2,100 people per year)

4.6.4 No-one in Edinburgh lives in persistent poverty (1,000 per year)

4.7. Progress against the three long-term targets which relate to poverty (2, 3 and 4 above) will be monitored using changes in the estimated levels of poverty. Methods of producing such estimates are continuing to evolve and the Council is working directly with bodies including Edinburgh and Glasgow Caledonian Universities to improve current approaches. The introduction of any new methods will ensure that changes over time can be tracked effectively.

4.8. The remaining target relates to people's experience of poverty-related stigma. The challenges of measuring levels of stigma were described in the Poverty Commission's Data and Evidence report – in short, there is no robust and reliable way to establishing current levels or of tracking change. A number of bodies including the Poverty Alliance are working to address this gap and Council officers and colleagues in Health and Social Care are involved in early discussions about a collaborative approach.

#### **Risks associated with poverty**

4.9. The Poverty Commission recognised that targets to end poverty in the city cannot be met without commitments from all actors, local, Scottish Government, and UK Government. There are a range of factors where the Council can exert limited or no control (e.g. the occurrence of a pandemic) and so it is important to take account of the wider context within which the Council is delivering the actions to end poverty.

4.10. To support this, the framework includes measures of key risk factors, including income and employment levels; uptake of benefits and crisis funds; and the housing market.

#### **Progress with the delivery plan**

4.11. This part of the framework is structured under the categories of actions which the Poverty Commission determined were necessary to meet the 2030 targets: fair work, opportunities, a decent home, income, connections and wellbeing.

4.12. For each category of actions, the following will be reported:

4.12.1 a narrative update of progress against milestones for each action and next steps

4.12.2 indicators directly related to the actions, for example number of people supported by City of Edinburgh Council funded employability programme

4.13. Indicators have been developed to align fully with the Council's wider performance framework.

4.14. Details of the indicators are shown by theme in the appendix (section 3). This includes baseline data for 2019-20, the year that the Poverty Commission published its recommendations.

- 4.15. Target setting for the indicators is under development, and targets will be specific where possible. For some indicators, e.g. school attainment, the Covid pandemic has created a level of disruption to trends which will require a baseline to be re-established.
- 4.16. The first annual progress report on the Council's actions to end poverty in Edinburgh will be provided in Autumn 2021. The report will include an early assessment of delivery to date of the additional investment of £1.625M to support key action areas.

## **5. Next Steps**

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- 5.1. Work is ongoing to develop targets, methods to estimate poverty levels across the city and develop ways to determine people's experience of poverty-related stigma.
- 5.2. The first annual progress report will be delivered in Autumn 2021.

## **6. Financial impact**

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- 6.1. Delivery of the actions will be done within existing resources, including the additional investment of £1.625M approved by Council in February 2021.

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

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- 7.1. The Poverty Commission's recommendations were based on two years of engagement with a broad range of stakeholders including people with direct experience of poverty.
- 7.2. Engagement with stakeholders from Scottish Poverty and Inequality Research Unit (SPIRU), the Global Open Finance Centre of Excellence (GOFCoE) and Fraser of Allander Institute on best practice continues.
- 7.3. Production of the annual progress report will involve the End Poverty Edinburgh citizen group.

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

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- 8.1. [Edinburgh Poverty Commission Recommendations](#)
- 8.2. [Poverty Commission's Data and Evidence Report](#)
- 8.3. [End Poverty in Edinburgh Delivery Plan 2020-30](#)

## 9. Appendices

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### 9.1 Appendix One – End Poverty Edinburgh Delivery Plan - Monitoring Framework

# Appendix 1

## End Poverty Edinburgh

### Progress Monitoring Framework

#### Introduction

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The End Poverty Edinburgh Delivery Plan is designed to deliver the Council's response to the Edinburgh Poverty Commission's calls to action, and to make a substantial contribution towards the city-wide goal to end poverty within a decade.

The delivery plan includes 11 priority actions needed to achieve significant step change towards ending poverty in Edinburgh, and 44 actions identified for delivery and implementation through existing or forthcoming mainstream Council plans and strategies.

#### Measurement challenges

The purpose of this performance framework is to support a robust assessment of progress towards the four targets to end poverty and the stigma that people experience because of it. There are a number of challenges in meeting this aspiration, outlined below, and work is underway to further develop and refine elements of the framework. Challenges include:

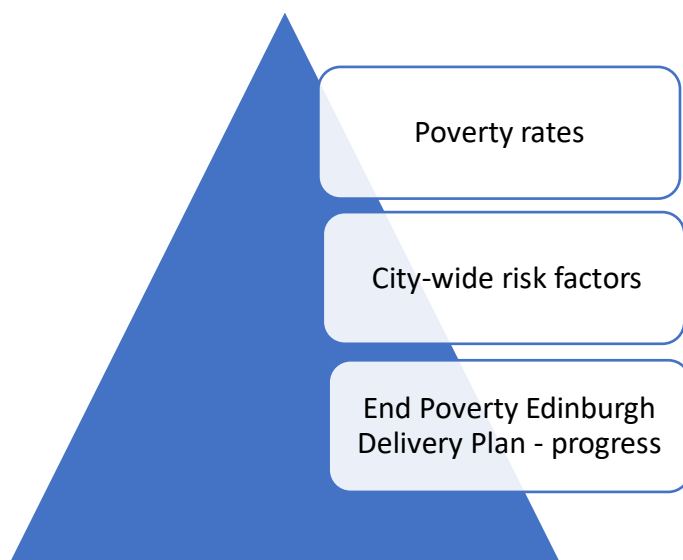
1. The factors which drive poverty are multiple, complex and dynamic, with many outwith local control, and so effective actions on the part of the Council may be masked, for example, by a large increase in poverty as a result of the Covid pandemic. The Council does have a key contribution to play in tackling poverty in the city, but progress depends on the actions of other players in the city, including employers, public sector and third sector agencies. The inclusion of high-level indicators on the wider context and overall poverty rates help to make sense of the rate and direction of change within this broader set of factors.
2. Poverty levels have to be estimated, and the sources used are often published only every two years. Officers are working with colleagues in other local authorities, and with the Scottish Poverty and Inequality Research Unit, hosted at Glasgow Caledonian University, to refine available datasets and to develop new ways to profile poverty levels. Such work will be developed for incorporation in future iterations of reporting.

3. For some elements of the core framework – such as stigma associated with poverty – no current sources of data are available to provide a useful metric. Officers are working with partners such as Poverty Alliance and University of Edinburgh to scope and further develop this area as a matter of priority.
4. The actions in the End Poverty Edinburgh Delivery Plan are evidence-based and designed to address all of the key drivers of poverty. At present, however, given the wide range of factors which influence the risk of poverty for an individual household it is extremely challenging to estimate with confidence the direct contribution any one intervention can make to the goal of lifting people out of poverty. Work is underway with academic partners, such as Fraser of Allander Institute and Joseph Rowntree Foundation, to develop methodologies for such assessment and will be reported on in future developments of this framework.

### Approach to monitoring progress

This paper sets out the approach proposed to monitor progress with the delivery of the Council’s action. There are three strands to the approach, illustrated below:

1. Monitoring progress towards the 2030 targets to end poverty in Edinburgh, to track progress over the long term
2. A high level overview of the key risk factors associated with poverty, at city-wide level
3. Monitoring progress with the End Poverty Edinburgh action plan



### Section 1: Measuring rates of poverty

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The Poverty Commission was clear that “ending poverty does not mean Edinburgh becoming a city in which no one ever loses a job or experiences a period of their life on low income. But it does

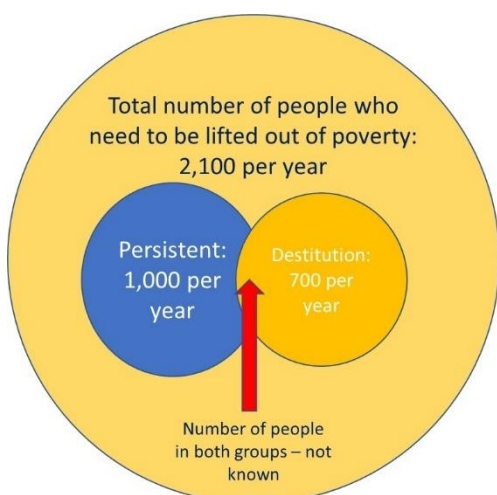
mean Edinburgh being a city where periods of low income are temporary, not permanent traps, where a period of low income does not mean having to go without food, or warmth, or safety”.

The Poverty Commission proposed four targets, which the Council has committed to working towards. They are:

1. No-one in Edinburgh experiences stigma due to their income
2. No-one in Edinburgh needs to go without basic essentials they need to eat, keep clean, stay warm and dry (i.e. experiences destitution<sup>i</sup>)
3. Fewer than one in ten people are living in relative poverty in Edinburgh at any given time
4. No-one in Edinburgh lives in persistent poverty<sup>ii</sup>

Work to develop a meaningful and robust way to assess the extent of poverty-based stigma in Edinburgh (target 1) is underway through discussion with academic partners, and in conjunction with the Edinburgh Health and Social Care Partnership’s Thrive Programme. An update will be provided in the annual report in Autumn.

Progress with reducing poverty (targets 2, 3 and 4) will be measured using estimates of poverty levels.



Estimates of the volumes of people who would need to be lifted out of poverty to achieve these targets were included in the Poverty Commission’s Data and Evidence paper – see the diagram below.

The phased reduction in levels to achieve the 2030 targets is shown below for illustration – it sets out the direction of travel, given that the level of progress each year is likely to vary.

**Headline End Poverty Edinburgh Targets**

*By 2030, fewer than 1 in 10 of all people should be in poverty at any time  
% of people living on incomes below the poverty threshold, after housing costs*

	Baseline 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
All ages	15.0	14	14	13	13	12	12	12	11	11	10	10
Children	18.0	17	16	15	15	14	13	12	12	11	11	10

*By 2030, no-one should be destitute  
% of people who are living in destitution*

	Baseline 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
All ages	1.3	1.2	1.1	0.9	0.8	0.7	0.6	0.5	0.4	0.2	0.1	0.0

*By 2030, no-one should be living in persistent poverty  
% of all people in poverty who have been in poverty for 3 of the previous 4 years*

	Baseline 2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>All ages</i>	13	12	11	9	8	7	6	5	4	2	1	0

## Section 2: Risk factors

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Levels of poverty reflect a range of dynamic and complex factors, many of which are outwith local control. Examples of major factors include the UK and world economy, and the impact of events such as the Covid-19 and Brexit. More local factors include the housing and employment market in Edinburgh, which have a bearing on housing costs and the types of contract available.

Key risk factors included in the framework are:

- Unemployment levels
- Universal credit claimants
- Property rental costs
- Levels of demand for social housing

Tracking these risk factors as part of the annual progress report provides valuable information on the context within which the Council is operating to deliver actions.

A set of city-wide indicators on health are included under the theme of *equality in our health and wellbeing* reflecting the strong correlation of poverty and poor health outcomes. Actions to end poverty are expected to lead to improvements in all of these indicators.

## Section 3: Progress with actions

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This part of the framework is structured under the categories of actions which the Poverty Commission determined were necessary to meet the 2030 targets, shown in the diagram below.





For each category of actions, the following will be reported:

- a narrative update of progress with each action and next steps
- indicators directly related to the actions e.g. input, output and impact (shown in the next section)

The set of indicators has been developed to align fully with the Council's wider performance framework. Baseline data is shown for 2019-20 in most instances, as the year that the Poverty Commission published its recommendations.

Target setting for some indicators is under development, and targets will be specific where possible. For some indicators, e.g. school attainment, the Covid pandemic has created a level of disruption to trends which will require a baseline to be re-established.

Work is underway with a range of partners to explore ways of identifying whether the Council's actions are effective and at the right scale to meet the 2030 targets. This is challenging because the factors which drive poverty are multiple, complex and dynamic, as are the actions to address poverty, which are undertaken by different agencies across the city.

## Key indicators by theme

### Theme 1. Fair work that provides dignity and security

Risk factors				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Unemployment levels	2.6% (7,300)	Not available		
Universal Credit claimants	14,425	38,524		

Universal credit claimants end of period (March 2020, and 2021) (note March 2021 figures is provisional estimate); 2021 figures will be available mid-July 2021

Progress indicators		
Measure	Baseline 2019-20	Target
<b>Living wage</b>		
Number of living wage accredited employers in Edinburgh	497	Aim to increase
<b>Employment support</b>		
Number of employers who engaged in the Edinburgh Guarantee <i>Notes: 19/20 are opportunities for those aged 16–21</i>	168	Aim to Increase to pre Covid levels
Number of roles advertised by employers who engaged in the Edinburgh Guarantee	487	Aim to Increase to pre Covid levels
<b>Number of roles filled by employers who were engaged in the Edinburgh Guarantee:</b>		
a. By people aged under 21 and from Edinburgh	269	Aim to Increase to pre Covid levels
b. Roles paying the Real Living Wage	Not available	
<b>Edinburgh’s Employers Recruitment Incentive (EERI) (SG funded) - budgeted funding for places compared with uptake:</b> <i>Notes: Funding for 2019-20 for 32 places; additional funding for 2021-22 increases places to 132</i>		
a. Aged under 25	21	110
b. Aged 25 +	7	22
c. Number of living wage opportunities	6	Aim for Living Wage 50% of places awarded

<b>Progress indicators</b>		
<b>Measure</b>	<b>Baseline 2019-20</b>	<b>Target</b>
<b>No One Left Behind Funding: Activity Agreement Hubs (first step to a positive destination)</b>		
Funding to support 160 people		
a. Number of new young people were engaged	85	2021/22: 150
b. Number of young people who were supported	168	2021/22: 200
c. .... of which, number who progressed into a positive destination (i.e. college, training, employment)	114	Increase positive destinations by 30% by 2020-21
<b>Number of people supported by City of Edinburgh Council funded employability programme</b>		
a. Total (no individuals supported)	3,719	2021/22: 3,800
b. Total new engagements	2,506	2021/22: 1,900
c. Breakdown by barrier type (five most frequently cited barriers)	<ul style="list-style-type: none"> <li>• Low skilled: 58%</li> <li>• Poor interview skills, CV presentation: 33%</li> <li>• Mental Health issues: 30%</li> <li>• From employment deprived area: 29%</li> <li>• Lack of confidence: 25%</li> </ul>	
d. Clients with 5 or more barriers	71%	NA
e. Number of positive job outcomes (i.e. getting a job) achieved by people supported by employability programmes (all ages)	448	2021/22: 495
f. Number of other positive outcomes by people supported by employability programmes (education, training, volunteering etc)	653	2021/22: 845
g. Progression in employment: number of people who have increased wages, hours or to more sustainable employment	359	2021/22: 560
<i>Notes: Data from employability providers who follow people up for a year</i>		
<b>Procurement</b>		

<b>Progress indicators</b>		
<b>Measure</b>	<b>Baseline 2019-20</b>	<b>Target</b>
% suppliers SME (aim to increase local businesses)	47%	50%
% businesses procured from EH postcodes (sustainability and local job opportunities) (aim to increase)	45.62%	52%
% of Council suppliers of regulated tendered contracts that are committed to paying real living wage in delivering Council services	70%	Increase by 2% each year
Volume and value of community benefits secured through Council contracts	Under development	

## Theme 2. Opportunities that drive justice and boost prospects

Progress indicators			
Measure	Baseline 2019-20		Target
<b>Early years</b>			
% P1 achieving literacy level	Baseline is 2018/19 Overall 78.9% Q1 63.6%	Update not available	All attainment targets need to be rebased post-Covid (as per BP); overall aim is to increase
% parents receiving funded Early Learning and Childcare through their preferred location	Surveys to be done Sep/Oct 2021 and Feb/March 2022 (before and after new builds)		By March 2022 the number of parents/carers receiving early learning through their <b>preferred location</b> will increase by at least 5%.
% parents receiving funded Early Learning and Childcare through their preferred model of delivery.			By March 2022 the number of parents/carers receiving early learning through their <b>preferred model of delivery</b> will increase by at least 5%
<b>Quality and standards</b>			
Percentage of teachers who have met the Teaching, Learning & Assessment "Charter" standard (achievement of enhanced level of skills as set out in the Edinburgh Teachers' Charter)	New measure: 0%		A year on year increment ending with 70% of teachers achieving "Charter" standard after 3 years. Year 1: 20%; Year 2: 50%
Percentage of schools have achieved the Digital Schools Award Scotland - The number of schools demonstrating sufficient progress in key indicators to merit this national award	New measure: 0%		A year on year increment ending with 20% of schools achieving DSAS after 3 years. Year 1: 5%; Year 2: 10%
<b>Attendance</b>			
Low attendance: percentage of Primary pupils whose attendance is less than 85% (was 6-8% pre-Covid)	2018/19: 6.9%	Last full session figures available	Impact of Covid requires setting baseline figure in August 2021 aiming

<b>Progress indicators</b>			
<b>Measure</b>	<b>Baseline 2019-20</b>		<b>Target</b>
Low attendance: percentage of Secondary students whose attendance is less than 85%	2018/19: 14.2%	Last full session figures available	to reduce the number of pupils with low attendance over the course of the session.
<b>Attainment*</b>			
The percentage of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level in literacy – total and SIMD Q1	Baseline is 2018/19 Overall 77.1% Q1 61.1%	Latest SQA available data	Aim is to increase the percentage for all pupils and particularly those in deprived areas. A new baseline will be created from the next set of results.
The percentage of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level in numeracy – total and SIMD Q1	Baseline is 2018/19 Overall 83.2% Q1 70.9%	Latest SQA available data	
The percentage of secondary school leavers achieving a qualification in both literacy and numeracy at SCQF level 5 – total and SIMD Q1	Baseline is 2018/19 • Overall: 67.1% • Q1: 43.5%	Latest SQA available data	
The percentage of secondary school leavers achieving one or more qualifications at SCQF level 6 (Higher or equivalent) – total and SIMD Q1	Baseline is 2018/19 • Overall: 67.6% • Q1: 45.6%	Latest SQA available data	
Positive destinations for school leavers	Baseline is 2020 • Overall: 92.5% • Q1: 88.9%		

\*Note: shift in assessing progress on improving attainment away from measuring the attainment gap, which does not show the level of change for the low and high SIMD groups; focusing on the increase in total and in SIMD Q1; note that national guidance is to set stretch targets

### Theme 3. A decent home we can afford to live in

Risk factors				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Average private sector rent per month in Lothian area (based on 2 bed property)	£972 (per month - 2019)	£969 (per month - 2020)		
Gap between Local Housing Allowance (LHA) and average private rent in the city  <i>Note: LHA frozen between 19/20 and 20/21</i>	<b>LHA:</b> £759.84 (4 wks - 2019/20)  <b>Gap:</b> £212.86	<b>LHA:</b> £759.84 (4 wks - 2020/21)  <b>Gap:</b> £209.16		
Total number of applicants on EdIndex register	23,998	20,564		
Demand for social housing – number of active bidders	7,099	7,213		
Average bid per property	203	201		

Progress indicators		
Measure	Baseline 2019-20	Target
<b>Affordable homes</b>		
Number of affordable homes approved	1,930	Interim for 2021-22*: 2,019 <i>*Target was set pre covid-19 and is being reviewed.</i>
Number of affordable homes completed	1,443	Interim for 2021-228: 1,445 <i>*As above</i>
<b>Quality</b>		
Front line housing service – responsive, effective	Measure to be developed (within 3-6 months)	
<b>Preventing homelessness</b>		
Number of households assessed as homeless	3,355	New baseline required prior to target setting (COVID impact ongoing into Year 1)
Number of households who seek housing advice who do not go on to present as homeless	1,708	New baseline required prior to target setting

		(COVID impact ongoing into Year 1)
The number of households in temporary accommodation	3,570 (at 31 March 2020)	New baseline required prior to target setting (COVID impact ongoing into Year 1)
Percentage of households in unsuitable temporary accommodation	22% (as at 31 March 2020)	New baseline required prior to target setting (COVID impact ongoing into Year 1)



## Theme 4. Income security that offers a real lifeline

Progress measures		
Measure	Baseline 2019-20	Target
<b>Changing culture – building knowledge and awareness</b>		
Leadership for Equity Programme Number and % of staff attending the programme	Programme starts August 2021	2021-22: 30% 2022-23: 50% 2023-24: 70%
<b>Council Advice Shop – activity in year*</b>		
Measure	2020-21	Projection 2021-22
New debt clients	107	Increase expected
Amount of debt presented	£592,581	Increase expected
<b>Benefit applications</b>	1,808	Increase expected
Benefits: mandatory reconsiderations	406	Increase expected
Benefits: appeals	116	Increase expected
Welfare Rights Clients – number of individuals in year	3,800	Increase expected
Advice Line calls answered	5,618	7,500*
Emails enquiries dealt with	4,935	5,000*
<b>Total financial gain</b>	£8,776,526	Not known
Financial gain per client	£2,246	Not known
<b>Financial support and crisis funding</b>		
Council tax reduction scheme – number of cases	147,263	Decrease (to reflect lower need)
Discretionary housing payments – number of cases	7,427	Decrease – as above
Number of free school meals payments in school year	5950 to December 2019	Decrease – as above
Number of clothing grant awards in school year	5337 to December 2019	Decrease – as above
<b>Scottish Welfare Fund</b>	No. applications	House holds
Crisis Grants	16,367	16,199
Community Care Grants	5,377	5,363
<b>Total</b>	<b>21,744</b>	<b>21,562</b>

\* Notes on Advice Shop indicators:

1. The baseline shown is for 2020-21 is shown for information - new baseline required prior to target setting (COVID impact ongoing into Year 1)
2. Advice line calls answered: projection for 2021-22 reflects the increasing average time to handle a call (unclear if due to remote working or complexity of cases or other factors) and additional staffing capacity.
3. Email enquiries dealt with: the significant increase during lockdown is expected to continue

## Theme 5. Connections in a city that belongs to us

Context				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Proportion of properties receiving superfast broadband	97.9% (Scot: 93.3%)			

Activity and performance			
Measure	2019-20		Target
Number of people killed or seriously injured	145 people KSI (average 2017-19)		Maintain downward trend based on rolling 3-year average
Number of people who perceive cycling in Edinburgh to be safe	2015 – 33% 2017 – 25% 2019 – 34%		Increase
Proportion of people living in areas with low levels of public transport	31% of residents in areas with low levels of public transport (2019)		Reduction in proportion by 2030
Number of multimodal interchanges in the city and the travel modes available	50 interchanges served by 2 or more modes		Increased number of interchanges by 2030
Comparison of the cost of single and a day bus tickets between Edinburgh and Scotland's other major cities (Aberdeen, Dundee and Glasgow) (CMP) <sup>1</sup>		Single	Day
	Edinb	£1.80	£4.40
	Aberdeen	£1.70	£4.20
	Dundee	£1.80	£3.60
	Glasgow	£1.70	£4.60
Digital use via library facilities– downloads and streaming during the year	1,554,485		Increase (tbc)
No. digital devices delivered to pupils	March 2020-April 2021: 14,268 devices		Target to deliver 39,000 by December 2022 (1:1 P6-S6)
No. CEC tenants with subsidised broadband	1,515 (7.7%)		100% by 2024

<sup>1</sup> Lower day rate shown (upper rates are between 10 and 20p higher); Edinburgh - Lothian Buses; Aberdeen – First Bus; Dundee – Xplore Dundee; Glasgow – First Bus

## Theme 6. Equality in our health and wellbeing

City-wide indicators				
Measure	Baseline	2020-21	2021-22	2022-23
Average life Expectancy for Males and Females (How long children born in specified year can expect to live)	<b>2018</b> Males: 78.4 Females: 82.5			
Inequalities in male and female life expectancy – difference between the most and least deprived areas *	<b>2009-2013</b> Males ~14 years Females ~10 years	TBC		
Healthy Life Expectancy: percentage of life spent in good health (an indicator of quality of life)	Males: 84.6% Females: 78.8%	TBC		
Inequalities in 0-74 years mortality rate (Early deaths – linked to socioeconomic position)	TBC	TBC		
Type 2 Diabetes prevalence (Chronic disease with socioeconomic gradient)	TBC	TBC		
Inequalities in 27-30 months check speech and language concerns	TBC	TBC		
(Mild to moderate) MH prescriptions	TBC	TBC		

\* Differences between lowest and highest areas of deprivation are calculated using the Slope Index of Inequality

Progress Indicators		
Measure	Baseline 2019-20	Target
Total number of families recommended who: a) benefitted from Discover via information etc b) attended Discover	a) 276 families of families recommended b) 134 families attended Discover	a) 650 of families recommended b) 450 (currently active on Facebook group while Discover is delivered online)
Number of new recommendations (referrals)		Approx. 40 Approx. 50 – 60 new per holiday

Number of families provided with Discover in a box (food, cooking, activities) (active engagement) (future post-lockdown – may be blended model)	N/A – no boxes Approx 180 people attending Hubs and receiving breakfast and lunch	320 food, recipes and utensils boxes per week per holiday
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<sup>i</sup> Suzanne Fitzpatrick, Glen Bramley, Filip Sosenko, Janice Blenkinsopp, Sarah Johnsen, Mandy Littlewood, Gina Netto and Beth Watts (2016), Destitution in the UK: people are considered destitute if they are in relative poverty (with equivalised incomes less than 60% of the UK median after housing costs) and they or their children have lacked two or more of six essentials over the past month because they cannot afford them (shelter, food, heating, lighting, clothing, or basic toiletries)

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

# Policy and Sustainability Committee

10.00am, Thursday, 10 June 2021

## 20-Minute Neighbourhood Strategy: Living Well Locally

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

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- 1.1 It is recommended that the Policy and Sustainability Committee:
  - 1.1.1 Agree the draft 20-Minute Neighbourhood Strategy as summarised in this report and attached in Appendix 1; and
  - 1.1.2 Approve the proposal to use the Place Based Investment Programme (PBIP) funding to help deliver this strategy.

**Paul Lawrence**

Executive Director of Place

Contact: Tasha MacKenzie, Senior Change and Delivery Officer

E-mail: [tasha.mackenzie@edinburgh.gov.uk](mailto:tasha.mackenzie@edinburgh.gov.uk)

## 20 Minute Neighbourhood Strategy: Living Well Locally

### 2. Executive Summary

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- 2.1 The [Council Business Plan: Our Future Council, Our Future City](#) proposes to use the 20-minute neighbourhood model to frame how we work with local areas.
- 2.2 This report sets out a high-level strategy for the 20-minute neighbourhood in Edinburgh. This includes finding ways for residents to access most of their daily services in a local, accessible and sustainable way, along with those of our partners in the public, voluntary and private sector.
- 2.3 Through use of case studies, the strategy also sets out where the Council is already using the principles of a 20-minute neighbourhood to work with communities and improve services.

### 3. Background

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#### **Business Plan: Our Future Council, Our Future City**

- 3.1 The Business Plan: Our Future Council, Our Future City, proposes to “develop and support a network of ‘20-minute neighbourhoods’ where public transport and active travel are the best options for getting around and our streets are designed for people, supporting their local businesses.” This sits under Outcome 12 in the Business Plan: people can access the support they need in the place they live and work.

### 4. Main report

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#### **What is a 20-Minute Neighbourhood?**

- 4.1 Throughout the pandemic the importance of liveable neighbourhoods has become clear. Cities across the world are adopting policies to promote localism as a means of tackling key strategic issues such as poverty, wellbeing, climate change and sustainability. Paris is a world leader in developing the 15-minute city, whilst Melbourne, Oregon and Bergen have adopted similar local agendas.
- 4.2 The Scottish Government’s Programme for Government and the National Planning Framework Four set plans for resilient communities, which apply the concept of 20-minute neighbourhoods.

- 4.3 A 20-minute neighbourhood is about living well locally, giving residents the ability to meet most of their daily needs from within their own community by building on models of shared service delivery with public, private and voluntary sector partners. This could be by walking, cycling, taking public transport or using wheelchairs and other 'wheels' like scooters or prams.

### **20-Minute Neighbourhoods in Edinburgh**

- 4.4 The Council delivers hundreds of services, from universal services that support the whole population to very targeted services that support our most vulnerable residents. The intention is for these services to be client centred and, by working closely with our partners (including public, private and voluntary partners), to join up service delivery so that we can improve the customer experience and reduce the need to access multiple services through different routes.
- 4.5 By encouraging co-location in buildings, including those of our partners, we can provide multiple services from one place, in accessible locations and using our best assets. This may result in asset rationalisation, where appropriate, both to help fund changes and to deliver a fit for purpose property estate, reducing our carbon footprint.
- 4.6 The strategy proposes building stronger relationships with the partners to support local economies and target resources where they are needed. In doing so we want to empower communities to create their own solutions for the delivery of the services they need and promote community wealth building.
- 4.7 The strategy sets out the building blocks to achieving 20-minute neighbourhoods and can be summarised as follows:
- Working with our communities;
  - Supporting people to access the services they need locally;
  - Delivering multiply services from a single location;
  - Creating stronger partnership working;
  - Using our road networks more sustainable and effectively;
  - Designing green and people-focused local centres; and
  - Supporting thriving local business communities.
- 4.8 Delivery of the strategy will be an ongoing process of change. Initially it is proposed to start this work in the greatest need (whether because of deprivation, poor connectivity or demographic issues). This will include, for example:
- Maximising the opportunities created by new school investments at Liberton and Currie;
  - Working in partnership with other public and voluntary sector partners to deliver the new Pennywell Hub;
  - Building on the community led local Place Planning work in Wester Hailes;

- Working with the Edinburgh Health and Social Care Partnership to combat loneliness and isolation, and to build new networks of support and wellbeing; and
- Looking at new schemes to improve the quality of place in some of the city's busiest and most traffic dominated centres such as Niddrie Mains Road.

4.9 The Council is already working with partners to improve service delivery within communities. However, the approach in each area will be defined by local demographic and/or service needs. Therefore, comprehensive community and partner engagement will be a key part of delivery.

## **5. Next Steps**

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- 5.1 If the recommendations in this report are approved, implementation of the strategy will begin immediately. While the delivery of the strategy will be an ongoing programme of work, a detailed implementation plan will be developed, based on the inform, engage, reflect and deliver model.
- 5.2 A report on the Place Based Investment Fund will be considered by Housing, Homelessness and Fair Work Committee on 25 June 2021.

## **6. Financial impact**

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- 6.1 Business cases will be developed and brought back to committee for approval in due course. We will use the five-case model which includes financial consideration.
- 6.2 The Scottish Government has announced a Place Based Investment Programme, which is a capital grant based programme (replacing the Town Centre Fund). City of Edinburgh Council has been allocated £1.998m in 2021/22 and it proposed to use this funding to help deliver the 20-Minute Neighbourhood Strategy.
- 6.3 The allocation of funding for projects under the Place Based Investment Programme (PBIP) will be considered by Housing, Homelessness and Fair Work Committee on 25 June 2021. A framework for the allocation of PBIP funding in future years will be developed.

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

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- 7.1 To enable detailed development of proposals, appropriate consultation and engagement will need to be undertaken, and this will be carried out in line with the Council's new Engagement and Consultation policy.

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

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- 8.1 [City Mobility Plan](#)
- 8.2 [City Plan 2030](#)

## **9. Appendices**

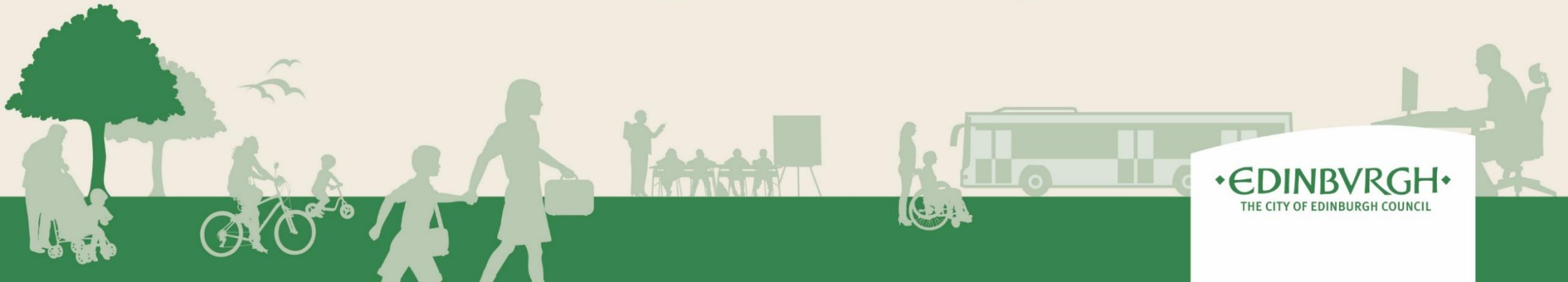
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- 9.1 Appendix 1 – 20-Minute Neighbourhood Strategy: Living Well Locally





Living well *locally*



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## Introduction

Throughout the pandemic, residents have found greater value and strength from within their communities. From countless examples of neighbourhoods working with and helping each other to the vast numbers of volunteers giving up their time for those most in need, you don't need to look far for evidence of the power of community. While some of this was seen city-wide, it's undoubtedly strongest and most impactful at a local neighbourhood level.

This is also true for how residents engage with public services, and insights from Covid-19 have led us to reflect on how we can do

more to provide services for them and their families from within their local neighbourhoods.

This strategy seeks to build on our [Business Plan \(Our Future Council; Our Future City\)](#) and sets out the guiding principles for our proposal to use the 20-Minute Neighbourhood model to improve how we deliver services across the city.

## What is a 20-Minute Neighbourhood?

The 20-Minute Neighbourhood model is a well-established approach used worldwide as a way of delivering services within communities. Put simply, it's about finding ways for residents to access most of their daily services and amenities in a single 20-minute round trip, either by walking, cycling, taking public transport or using wheelchairs and other 'wheels' like scooters or prams.

Our town centres are a good starting point for 20-minute neighbourhoods, but it doesn't end there. We'll also be looking at neighbourhoods to see how we can deliver public, private and voluntary services in a local, accessible and sustainable way.

In a city with the density of Edinburgh, we can't get too hung up on the precise definition of the 20-minute journey and in some cases services and amenities will be shared between different neighbourhoods. This means that the principle of our approach will be to build on existing good work and accelerate more of what is right for local communities.

You can [learn more about the 20minute model](#) on the Improvement Service's website.

## Why is this model right for Edinburgh?

This strategy will contribute to the delivery of Outcome 12 in the Council Business Plan: *people can access the support they need in the place they live and work*. The impact of a 20-Minute Neighbourhood, however, goes much wider. The Edinburgh Poverty Commission found that solving poverty in this city depends on residents being able to build trusted relationships with services located in their communities. The Edinburgh Climate Commission, meanwhile, told us that investing in 20-Minute Neighbourhoods is at the heart of a sustainable community and would contribute to reducing local emissions. This is essential if we're to deliver our target for Edinburgh to be net-zero by 2030.

We therefore want to develop a way of working that supports our wider business plan priorities. This includes our poverty and prevention commitments and delivering more sustainable net zero local places that can be accessed using well-connected sustainable travel options. We'll also make sure residents can access wider leisure, culture and social facilities within their 20-Minute Neighbourhoods. This includes making sure there's access to open space, such as play parks and places to exercise or meet friends. In doing so, we hope to reduce the need for car travel and support thriving local high streets across Edinburgh.

We're not starting this work from scratch and throughout this document you'll find case studies showing how we've already worked with communities in this way. The North East Locality Office is a good example (read [case study 1](#)).

While this work is the right thing to do for our city, it's also in line with [The Programme for Government](#) and the [Fourth National](#)

[Planning Framework Position Statement](#) which sets out the ambitions to deliver 20-Minute Neighbourhoods, which are 'liveable, accessible places, with thriving local economies, where people can meet most of their daily needs within a 20-minute round trip'.

We'll also make best use of the Scottish Government's policy [The Scottish Approach to Service Design approach](#) to make sure residents of Edinburgh are supported and empowered to participate in the definition, design and delivery of their public services.

### Case Study 1: North East Locality Office

Pre-Covid, we were already delivering the 20-Minute Neighbourhood from the North East Locality Office in Craigmillar town centre. From there, citizens were able to access a range of services which varied from housing advice, council tax and rent payments to being able to report noise and anti-social behaviour, and even to pick up new hearing aid batteries.

Including Craigmillar Library within the building meant that residents had a welcoming and accessible space available to them. In addition to borrowing library books, they also attended community events and enjoyed free access to computers. Residents didn't need an appointment to visit the office and were able to access services via a range of channels including self-service kiosks, digitally, and face to face support from council officers.

## Working with our partners

For us to truly transform how residents access services, this strategy must go beyond the role of the Council. A successful 20-Minute Neighbourhood will see us both supporting and creating environments where businesses can thrive, helping to create a vibrant atmosphere and local identity. We'll work with our community planning partners (including the voluntary sector) with the aim of providing multiple services delivered by several organisations from single buildings. We hope this will include the Edinburgh Health and Social Care Partnership, NHS Lothian, Police Scotland, and the Scottish Fire and Rescue Service. EVOC also has a crucial role to play in maximising the role of voluntary sector bodies. An example of where we're already doing this is Changed to Space (read [case study 2](#)) in Broomhouse

### Case Study 2: Changed to Space

'Space', the new state-of-the-art Broomhouse Hub, replaced the Broomhouse Centre in 2019. The new facility was designed with community needs at its heart and delivers a wide range of activities throughout the week. At present 40 colleagues work there providing services and project support groups for children, young people, families, older people, people with dementia and carers. Services include one-to-one support and group activities as well as a popular community café, which became a food hub during the pandemic.

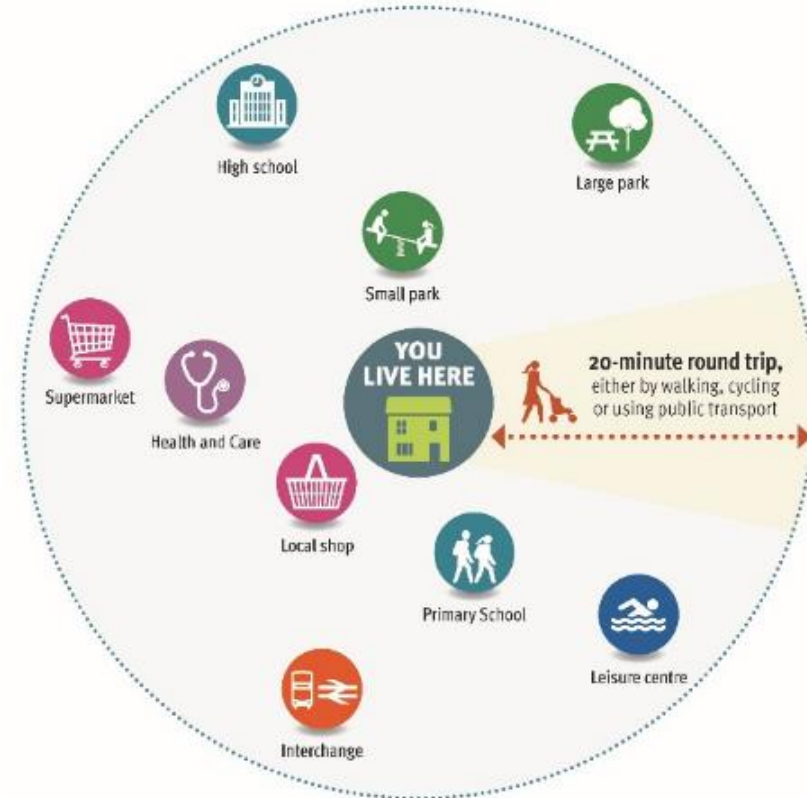
'Joining the Dots' is a local action network which focuses on the Broomhouse, Sighthill and Parkhead area. It's a partnership of community based voluntary groups, with the involvement of the Council, health centres, Church of Scotland, Napier University and the Edinburgh Health and Social Care Partnership. The community-based groups include B-Healthy Together, One Stop Shop Foodbank and BIG Youth Project.

# Chapter 1: The Edinburgh 20-Minute Neighbourhood

## Our aims

Through the 20-Minute Neighbourhood model we aim to achieve:

- sustainable, safe and resilient neighbourhoods where residents have equal access to most of their daily needs
- co-location of quality services from across the public sector delivered within each neighbourhood
- changes in ways of working to ensure citizens can build trusted relationships with the services they rely on in the places they live
- support for local economies and businesses who can not only provide for the daily needs of their communities but also create employment opportunities
- better management and use of land and buildings across the city ensuring we also deliver our ambition to reduce carbon emissions
- an improved approach to service delivery with a core focus on the prevention of poverty
- enhanced voluntary sector facilities, services and networks, which bind our communities together and enhance social capital through voluntary sector hubs
- high quality placemaking in our town and local centres, where accessible green and/or open spaces are provided;
- new ways to work, which could include 'near me' officers and more local working
- sustainable onward travel so that services out with a 20-Minute Neighbourhood can be easily accessed
- delivery of our Digital and Smart City strategy to provide everyone with access to services online or a '5-second neighbourhood'.



## The building blocks of a 20-Minute Neighbourhood

**Working with communities:** we want to have meaningful and ongoing community engagement so that the 20-Minute Neighbourhood model empowers residents to take part in the decision-making process. In each area we'll use community engagement, co-design and stakeholder involvement (including citizens and organisation) in the design and delivery of services and activities in that community.

**Supporting people to access the services they need locally:** any change in how we deliver services must respond to local demographics, needs and demand. By working with communities to look together at their local area, we can identify the types of service and amenities that are missing. By understanding local needs, we can then set out to improve the day-to-day experience of people seeking support. As shown in [case study 3](#), we recognised the range of critical services that were needed by our communities during the pandemic and successfully provided them through the establishment of five Council Resilience Centres.

**Delivering multiple services from a single location:** this will not only optimise space but will also encourage greater planned and unplanned working between people from different organisations. Currently, 80% of the Council's carbon footprint is attributable to running buildings. By joining up services and thinking differently about how we deliver services, we can make our estate more efficient and reduce the need for individual buildings that traditionally only offer a single service.

**Partnership working:** we'll work together with our partner public agencies, private and voluntary sectors on the creation of hubs from which multiple services are delivered. Using space within different facilities and locations allows greater flexibility to provide services where they are most needed. We're already starting to do this in the Pennywell (McMillan Hub) (read [case study 4](#)).

### Case Study 3: Council Resilience Centres

In March 2020, five Council Resilience Centres (CRCs) were established as part of our immediate response to the COVID-19 pandemic providing support for those in critical need. In doing so we brought together critical services and delivered them from five buildings across the city.

At a time when general access to public buildings was severely restricted, this provided a lifeline to those who needed face-to-face help. In the first full year of operation, 28,000\* customers visited one of the CRCs for assistance, reinforcing the benefits of co-locating services in a local setting.

\*March 2020 – April 2021

**Using our road networks more sustainably and effectively:** through the [City Mobility Plan \(CMP\)](#) we'll provide more accessible, sustainable public transport and safe active travel networks to support 20-Minute Neighbourhoods. Provision of 'mobility hubs', as defined in the CMP, will be a key part of the 20-Minute Neighbourhood so that, where onward travel is necessary, it can be undertaken in a sustainable way and deliver reductions in fuel costs and carbon emissions.

**Design green and people-focused local centres:** all successful communities need local green space and we're rightly proud of our city's award-winning green spaces, which have shown their importance during the pandemic. However, the quality of the public spaces in many of our local centres is compromised and cramped and there is more we can do to ensure they feel like safe spaces which support physical and mental wellbeing for everyone. Projects to support food growing and improve biodiversity need to be brought back into everyday spaces.

**Thriving local business community:** we're fortunate to have a thriving community of independent businesses in Edinburgh. We want to work with local networks to improve trading conditions for local businesses, recognising the constraints and pressures they work under. Business Gateway drop in services could take place in local areas on a regular basis, allowing for people to access face to face support in their own neighbourhood, whilst encouraging opportunities for both local enterprise and employment.

#### **Case Study 4: Pennywell (Macmillan) Hub**

We already have a plan in place for North Edinburgh through the Pennywell (Macmillan) Hub and we see this as being an exemplar model for the future. We've entered into a partnership with a local anchor organisation, North Edinburgh Arts, to design and deliver a new and extended building in the heart of Pennywell community – the first project of its kind in the city. Construction is due to start in late 2021, the hub seeks to bring together new and existing communities as a flagship of the long-term regeneration in the area.

The hub will be a centre for culture and learning for the communities and neighbourhoods of North Edinburgh, offering much needed early years childcare places, a new library and learning hub, as well as an integrated cultural, arts and community support delivered by North Edinburgh Arts.



## Chapter 2: Our proposed approach

Through the case studies in this strategy, and elsewhere, it's clear that we're already on the right track to achieving 20-Minute Neighbourhoods in many areas across Edinburgh. In addition to those areas, and the building blocks set out in Chapter 1, we now want to take a more co-ordinated approach and focus on priority areas across the city.

Our starting point was to look at the eight town centres identified in the emerging [City Plan 2030](#) as potential locations. It quickly became clear that this wasn't the full picture. We also needed to identify areas of greatest need which had gaps in their service provision and/or no natural town centre. We used the Scottish Index of Multiple Deprivation (SIMD) and rurality filter to identify a further 11 areas.

Each of the following 19 areas have their own unique cultural identity and local heritage and it'll be important to clearly articulate the differing role each neighbourhood plays socially, culturally and economically. We've shown the areas on a map in [appendix 1](#).

Corstorphine	Lochend / Restalrig	Ratho
Craigmillar / Bingham	Moredun/Gilmerton	South Queensferry
Currie/Balerno	Morningside / Bruntsfield	Stockbridge
Gorgie/Dalry	Muirhouse	Tollcross
Granton	Nicholson Street	Wester Hailes
Kirkliston	Oxgangs	Leith / Leith Walk
Portobello		

## Five key drivers will guide this work

**Creating shared stories of place:** we'll work with stakeholders to create short plans which summarise the strengths, weaknesses and opportunities of each area. Community Councils and Neighbourhood Networks will be key to this exercise, alongside Community Planning Partners and other public and private sector networks. These will link closely to Local Place Plans as laid out by the Scottish Government.

**Early opportunities:** in a number of locations, discussions have either taken place already or are underway. Some areas, such as Wester Hailes, will soon benefit from dedicated local investment (read [case study 6](#)). We'll build on these opportunities to create early momentum in the programme ensuring Edinburgh is a fairer city to live.

**Services not buildings:** whilst the development of multi-service buildings is an important goal, the process must be led by the needs of residents, our response to the climate emergency and a new prevention focused way of working. This means that discussions about the types of services we'll plan to deliver must come before agreement on their location. We've already started work in Portobello, an area with many community buildings bunched together (read [case study 5](#)).

**Realignment of resources:** once plans are in place and agreed, we'll realign Council, partner and Government funding to help

resource delivery. This will include funding schemes such as the [Place Based Initiative Fund](#)

**Business liaison:** high-performing local businesses are at the centre of local neighbourhoods. These businesses need a safe and high-quality environment for their customers, and support to thrive and grow. This will take many different forms – from regulation to business advice – and making sure the voice of business is heard in this programme will be a key to success.

### Case Study 5: Portobello Neighbourhood

Portobello houses several community assets conveniently located within walking distance from the town centre. Within five minutes' walk of the centre itself sits Portobello Town Hall, three Community Centres and the Library. Other Council assets within a short walking distance from the centre include Tumbles, Portobello Toddler Hut, Tower Bank Primary School and Portobello Swim Centre, all dotted along or near the promenade.

We're starting to explore the potential of whether we can use these buildings better to co-locate services.

## Challenges in achieving 20-Minute Neighbourhoods

Managing risks to the programme will be important and there are challenges we need to consider early on. In particular:

- some of our buildings are in poor condition and will require considerable investment to become net-zero and/or fit for purpose. Given the action in the Council Business Plan to reduce the Council's own carbon footprint, we expect there will need to be further rationalisation of the estate and there will be some difficult decisions.
- our town centres are often built around busy main roads at the heart of densely occupied areas. Creating high quality space that takes the needs of everyone into account will be challenging.

### Case Study 6: Wester Hailes Regeneration Programme

We're in the process of commissioning Regeneration and Development Framework for the Wester Hailes area. This will set out a comprehensive, phased regeneration plan for the next 10 to 15 years.

Several "early action" projects are already underway, including improvements to existing council homes, town centres, estates and the replacement of the high school. There is so much more we can do to improve services, including existing transport and active infrastructure, new housing led developments and adapting public sector delivery models. All of these will be firmly rooted in the 20-Minute Neighbourhood model.

Wester Hailes is also one of the first communities in Scotland to start to develop its own Local Place Plan following their introduction within the [Planning \(Scotland\) Act in 2019](#).

- success will require changes in how our services are organised, delivered and experienced. This will need investment in training and skills development for our frontline teams, new ways of engaging and empowering communities, as well as innovation and change in the way we support and work with the voluntary sector.
- our learning estate could be used to deliver services beyond education, but this will require detailed suitability assessments for each school to determine whether we need to change and adapt them to support this approach. We can, however, build on the [Learning Estate Strategy](#) to make sure that all new schools use the 20-Minute Neighbourhood principles (read [case study 7](#)). Whenever we are taking forward new learning estate infrastructure, we will engage with public, private and third sector partners at the early stages of the project to ensure the right mix of services for each specific location is delivered.

### Case Study 7: Currie High School

The design phase of the project to replace Currie Community High School is well advanced and the target is to open from summer 2024. The new passivhaus campus will be a community resource that embraces the 20-Minute Neighbourhood approach and will include:

- learning and teaching space designed around the needs of each subject
- increased opportunity for inclusion of all catchment pupils
- greater access to all facilities for the adjacent Woodlands School
- varied dining options available to pupils
- single point of entry with a welcoming atrium and services for the local community, including a public café, four-lane swimming pool, library and outdoor learning space.

Residents will be able to access facilities using safe active travel routes.

## Chapter 3: Delivering the programme

This chapter sets out how we'll move from the theory of a 20-Minute Neighbourhood into a practical programme of work.

For each area, the starting point is to ensure we **inform** the discussion and gather what we already know into a single document. This data gathering exercise will include looking at the services being provided in a neighbourhood from across the public sector, potential gaps in provision and the known needs of that community. We'll also want to consider the wider impacts of Covid-19, including the economic challenges and how this has impacted local businesses.

Then we'll create a robust engagement process that values input from residents and other stakeholders at all stages. We'll **engage** with local communities to understand their needs and to ensure their views shape the neighbourhood approach. This will be done by agreeing a shared story of place which we can use to **reflect** on what more we can do to support a neighbourhood and ensure our public,

voluntary and private sector partners do the same. By providing strong pre-998m, we can identify ways to make initial proposals better, and ensure the consultation process is inclusive and well communicated to all stakeholders.

Finally, we'll seek to **deliver** change for the better in a neighbourhood which meets the needs and expectations of local residents and businesses.

### Phase one

None of this work will happen overnight. Rather what we have proposed is an ongoing process of change for working with communities. This is a new way of thinking for the city and our hope is that it will deliver more sustainable places, improve public services, and build on what is already a powerful sense of local community across Edinburgh.

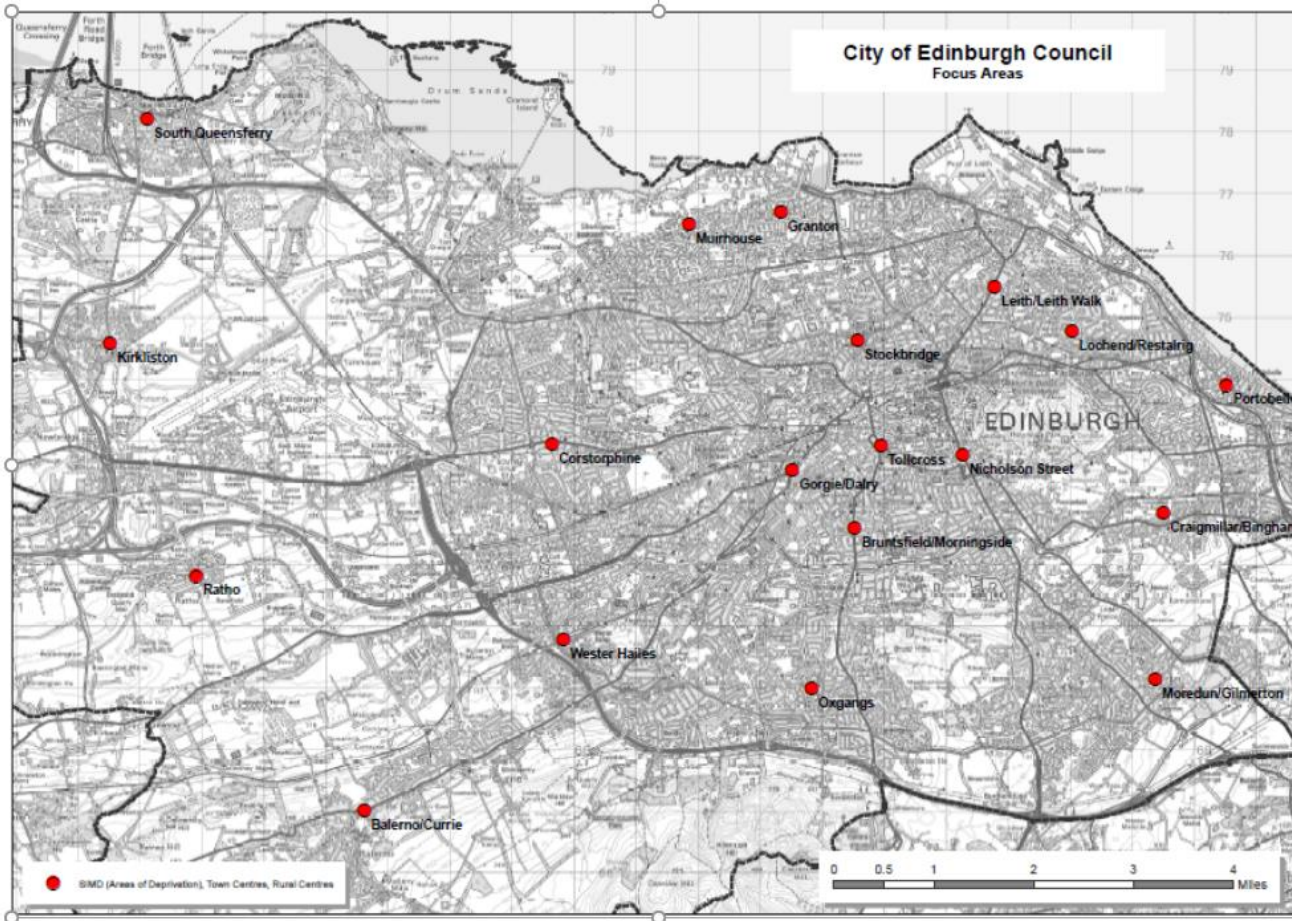
We're going to start this work in areas where need is greatest whether that's because of deprivation, poor connectivity, or demographic issues. This means we will:

- Maximise the opportunities created by new school investments at Liberton and Currie;
- Work to deliver the new Pennywell Hub to provide a partnership between public and voluntary sectors;
- Build on the community led Local Place Planning work in Wester Hailes and Leith;
- Work with the Edinburgh Health and Social Care Partnership to combat loneliness and isolation, and build new networks of support and wellbeing, and;
- Look at new schemes to improve the quality of place in some of our busiest and most traffic dominated centres such as Niddrie Mains Road.

The Council will receive funding from the Scottish Government Place Based Investment Programme, a ring-fenced capital grant fund. In 2021/22, funding of £1.998m has been allocated to Edinburgh and we're proposing to align it to the priority areas identified in this strategy.

# Appendix 1: Map of potential locations of 19 areas for 20-Minute Neighbourhoods

Our



Areas of Disadvantage

- Wester Hailes
- Craigmillar/Bingham
- Muirhouse
- Granton
- Lochend/Restalrig
- Moredun/Gilmerton
- Oxcgangs

Town Centres

- Corstorphine
- Gorgie/Dalry
- Tollcross
- Morningside/Bruntsfield
- Stockbridge
- Nicolson Street
- Leith/Leith Walk
- Portobello

Rural

- South Queensferry
- Kirkliston
- Currie/Balerno
- Ratho

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# Policy and Sustainability Committee

10.00am, Thursday, 10 June 2021

## UK Levelling Up Fund

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

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- 1.1 It is recommended that Policy and Sustainability Committee:
  - 1.1.1 Note the criteria and application processes set out by UK Government for the UK Levelling Up Fund;
  - 1.1.2 Note the process and guidelines used by officers to develop a proposed portfolio of Edinburgh capital investment projects to be developed as bids for UK Levelling Up fund; and
  - 1.1.3 Agree the projects proposed as Council priorities for Rounds 1 and 2 applications.

**Paul Lawrence**

Executive Director of Place

Contact: Chris Adams, Strategy Manager, Policy and Insight

E-mail: [Chris.adams@edinburgh.gov.uk](mailto:Chris.adams@edinburgh.gov.uk)

## UK Levelling Up Fund

### 2. Executive Summary

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- 2.1 UK Government have opened application processes for a 2021/22 funding round through the new UK Levelling Up fund. The fund aims to provide capital investment in local infrastructure to encourage economic recovery and growth.
- 2.2 City of Edinburgh Council is eligible for a maximum of six funded projects over the four-year life of the programme – one project per Westminster constituency, plus one city wide transport project. All projects must have endorsement from a relevant local Member of Parliament (MP).
- 2.3 Successful projects must pass through a competitive open bidding process with assessment against key criteria of need for support, strategic fit, deliverability, and value for money. In addition to these, successful bids for the current round of funding must be ready for capital expenditure in 2021/22.
- 2.4 Based on these criteria, the paper proposes six projects for inclusion in the currently planned funding rounds for applications in June 2021 and September 2021.

### 3. Background

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- 3.1 The Levelling Up Fund was announced by UK Government at the 2020 Spending Review as a £4.8bn package of funding to provide capital investment in local infrastructure projects over four years from 2021-22 to 2024-25. Funds will be allocated through a competitive bidding process open to all UK Local Authorities. For the first round of funding, covering 2021-22, at least 9% of total UK allocations will be set aside for projects in Scotland.
- 3.2 All Scottish Local Authorities will receive a flat amount of £125,000 in capacity funding to support bid development. This funding is expected to be made available in late June 2021.
- 3.3 Local Authorities are encouraged to ensure bids include a local financial contribution representing at least 10% of total costs.
- 3.4 A bidding process for projects which can begin capital expenditure in 2021/22 is now underway, with a deadline for bid applications of 18 June 2021. Successful projects are expected to be notified by late summer, with budget transfers planned to be complete by Autumn 2021.



- 3.5 No formal details are yet available on future bidding rounds. UK Government guidance notes that “*detail on how future rounds of the Fund will operate from 2022-23 onwards will be set out later this year*”.

### **Fund aims and priorities**

- 3.6 The Levelling Up Fund aims to invest in local infrastructure by providing capital finance for projects up to £20m (or £20-50m for large high-value transport projects).
- 3.7 The fund will prioritise areas in need of economic recovery and growth, and aims to support projects (in this current funding round) that will have a visible impact on people and places across three priority themes:
- 3.7.1 **Transport** (including public transport, active travel, bridge repairs, bus priority lanes, local road improvements, major structural maintenance, and accessibility improvements);
  - 3.7.2 **Regeneration and Town Centre Investment** (including upgrading eyesore buildings and dated infrastructure, acquiring and regenerating brownfield sites, investing in secure community infrastructure, and bringing public services and safe community spaces into town and city centres), and
  - 3.7.3 **Culture** (including maintaining, regenerating or creatively repurposing museums, galleries, visitor attractions and heritage assets, as well as creating new community-owned spaces to support the arts).

### **Eligible Bids and the role of Members of Parliament**

- 3.8 Local Authorities are eligible for a maximum of one successful funded project per Westminster constituency in their area, plus one area wide transport only bid, across the four-year life of the programme. For Edinburgh, this means a maximum of six funded projects could be supported through this fund across the four-year life of the programme.
- 3.9 There are no limits on the number of bids an authority can make, and bids that are unsuccessful in one round, can be redeveloped and submitted again in future rounds.
- 3.10 In developing a package of bids, UK Government guidance notes that local authorities should seek potential projects that are  
*“spread fairly and equitably within the authority boundary and across their full range of constituencies, targeting pockets of deprivation as appropriate.”*
- 3.11 As part of the bid process, MPs will be asked to back one bid that they see as a priority. UK Government guidance for the bid process notes that “*We expect bidding authorities to consult local Members of Parliament as part of their bid*”, and that “*When considering the weighting given to bids, the expectation is that an MP will back one bid which they see as a priority.*”
- 3.12 The fund will support a maximum of one successful bid from each Edinburgh constituency area, plus one city-wide large transport project, across the four-year life of the programme.

- 3.13 In line with this, the application process requires that all bids be accompanied by a signed letter of endorsement from the relevant local MP.

#### **Bid Assessment Criteria**

- 3.14 The first stage is a pass/fail gateway criterion, where bids will be assessed against whether they can deliver expenditure in 2021/22. Bids that do not meet this gateway criteria will not be assessed further and will not be eligible to be considered for funding in this round.
- 3.15 Following this gateway, bids will be evaluated against four further criteria all carrying an equal weighting:
- 3.15.1 An area's **need for support** in economic recovery and regeneration (the place based criteria);
  - 3.15.2 **Strategic fit** – including MP endorsement, stakeholder support, strategic case for investment and fit with local and national priorities;
  - 3.15.3 **Value for money** – including analysis of monetised costs and benefits, and
  - 3.15.4 **Deliverability** – including details of processes for financial management, procurement, and monitoring and evaluation for the project.
- 3.16 For the first of these – the place based criteria – UK Government have categorised every eligible local authority into one of three groups, based on available data indicating their need for economic recovery, need for regeneration and need for improved transport connectivity. Whether a place is in category 1 (highest need), 2 or 3 (lowest need) using this method will be taken into account as part of the assessment process.
- 3.17 City of Edinburgh has been placed in the lowest priority category (category 3) for this criteria. This does not affect the Council's eligibility to bid, or the number of bids available but, in a competitive bidding process, the guidance does note that in order to be successful, bids from category 2 and 3 areas will need to be of "*exceptionally high quality*" on the criteria of strategic fit, value for money, and deliverability.

## **4. Main report**

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- 4.1 The UK Levelling Up Fund was launched by UK Government on 11 March 2021, with full technical guidance for applications published on 30 April 2021.
- 4.2 Since then, work has been underway to develop a portfolio of capital infrastructure projects in Edinburgh with the potential to be supported by the fund. In doing so, officers have engaged with local MPs and other stakeholders to identify projects for investment which:
- 4.2.1 Have the potential to deliver high visible impact in the city, and meet the need for projects to be of '*exceptionally high quality*' in a UK wide competitive bidding process;
  - 4.2.2 Provide an appropriate geographical spread across all areas of the city, while also targeting areas of deprivation;

4.2.3 Have potential to significantly progress key strategic priorities for the city, and/or create opportunities for further future development and investment, and

4.2.4 Are sufficiently well developed to be considered ready for application for either Round 1 bidding (deadline 18 June 2021), or Round 2 bidding (deadline to be confirmed, but expected to be September 2021).

4.3 Using this approach, officers recommend a total of six projects for inclusion in Round 1 and (subject to confirmation from UK Government on timescales and criteria) Round 2 bid packages for Edinburgh. These include one project in each Parliamentary Constituency, and one city-wide transport project. The six projects are:

Recommended projects for inclusion in Levelling Up Fund bids			
Project	Theme	Constituency	Status
Pennywell / North Edinburgh Arts	Regeneration/ Culture	Edinburgh West	Formerly the Pennywell Culture and Learning Hub, this project will provide a proposed new creative and community hub at MacMillan Square in Pennywell. It will deliver enhanced arts space, a café, a library, an early years centre, a learning and skills hub, and affordable housing. The Council and North Edinburgh Arts (NEA) are working in partnership to design and deliver the new hub; once operational, it would be jointly managed between the Council and NEA. <b>Council Officers are working to develop a bid for Levelling Up Fund round 1.</b>
Granton Gas Holder	Regeneration	Edinburgh North and Leith	Restoring the gas holder structure, removal of the bell and site wide remediation and landscaping. This would form a key catalyst to delivering phase one of the wider regeneration programme and also unlock surrounding sites earmarked for key infrastructure and services. <b>Council Officers are working to develop a bid for Levelling Up Fund round 1.</b>
Wester Hailes Regeneration	Regeneration	Edinburgh South West	The Council is in the process of commissioning a Regeneration and Development Framework for the Wester Hailes area. This will set out a comprehensive, phased regeneration plan for the next 10 to 15 years and will incorporate the aspirations as set out by the community in the Local Place Plan. Plans for the area will be firmly rooted around the 20-minute neighbourhood principles. Not ready for round 1 bid timescales. <b>Council Officers are working to develop a bid for Levelling Up Fund round 2.</b>
Inch Park Regeneration	Regeneration/ Culture	Edinburgh South	A proposed project for the development of a sports and community hub in Inch Park, including improvement to infrastructure for sporting, social, childcare and other facilities. <b>Council officers will work with local partners to develop a bid for Levelling Up Fund round 2 applications.</b>

Recommended projects for inclusion in Levelling Up Fund bids			
Project	Theme	Constituency	Status
Craigmillar Town Centre Regenerations	Regeneration	Edinburgh East	A proposed project for the regeneration and development Craigmillar Town Centre. This will set out a comprehensive, long term regeneration plan for the area and will incorporate the aspirations as set out by the community in the Local Place Plan. Plans for the area will be firmly rooted around the 20-minute neighbourhood principles. Not ready for round 1 bid timescales. <b>Council Officers are working to develop a bid for Levelling Up Fund round 2.</b>
City-wide active travel	Large, City Wide Transport	All Constituencies	Building on the vision and objectives set out in the City Mobility Plan, the active travel investment programme will create a safe, attractive and coherent walking, cycling and wheeling network. This will include a flagship package of active travel schemes across Edinburgh, incorporating five major investment projects: i) George Street and First New Town, ii) Roseburn to Union Canal, iii) City Centre West East Link, iv) Meadows to George Street, v) West Edinburgh Link. In addition, it will deliver other smaller-scale strategic connections, city-wide rolling improvements as well as the expansion of the city-wide bike hire scheme. <b>Council Officers are working to develop a bid for Levelling Up Fund round 1.</b>

- 4.4 Noting the need for MP endorsement for any application, it is proposed that three projects are adopted as City of Edinburgh Council priorities for application in Round 1 of this funding programme (case studies for each project are included in Appendix 1).
- 4.5 Bid for the remaining three projects will be progressed in preparation for submission in Round 2.
- 4.6 In parallel with development of this portfolio, additional work has been underway to:
- 4.6.1 Identify and secure technical consultancy support where needed in development of technical aspects of business case and bid preparation. All costs associated with such work will be covered by bid development funds provided by UK Government for this purpose; and
  - 4.6.2 Engage with and seek support from appropriate MPs for the proposed projects and application process.

## 5. Next Steps

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- 5.1 Work is underway in preparation of bids for funding from the Levelling Up Fund. If Committee agree the projects set out above and detailed in Appendix 1, officers will:
- 5.1.1 Secure endorsement from MPs for bids to be submitted in the current funding round;
  - 5.1.2 Prepare Round 1 applications for submission by 18 June 2021; and

5.1.3 Continue to develop applications for Round 2 submission in preparation for expected September 2021 deadlines.

5.2 Continue to engage with UK Government and colleagues in development of bids for future funding rounds.

## **6. Financial impact**

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6.1 No additional costs are associated with preparation of bids for this funding round. All bid development costs are covered by funds provided by UK Government.

6.2 As set out in paragraph 3.2, the Council will need to provide match funding of at least 10% for every successful bid from its capital budget.

6.3 As proposed projects are aligned with the Council's strategic priorities, Council match-funding for the Pennywell Hub and City-wide active travel is contained within existing general fund and HRA capital budgets. However, existing funding is not available for every project proposed for future rounds of funding, It will therefore be necessary to review and reprioritise capital budgets, in order that sufficient match-funding can be committed to projects.

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

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7.1 Details of community and stakeholder involvement in development of individual project bids will be provided in the final bid documents.

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

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8.1 [Levelling Up Fund: Prospectus](#)

8.2 [Levelling Up Fund: Frequently asked questions](#)

8.3 [Levelling Up Fund: Additional Documents](#)

## **9. Appendices**

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9.1 Appendix 1 – Case Study Overviews for Round 1 projects

# Appendix 1: Round 1 bid case studies

## 1. Pennywell / North Edinburgh Arts

### Background

The project seeks to deliver a multi-use community hub in partnership with North Edinburgh Arts (NEA) at MacMillan Square, North Edinburgh. Macmillan Square is the centrepiece of the wider Pennywell/Muirhouse regeneration programme, creating a civic centre for new and existing residents. A working title of MacMillan Hub has been adopted.

The new hub will see arts and learning brought together under one roof in a striking new building offering communities in North Edinburgh (Forth, Almond and Inverleith wards) an extensive range of services. These include

- new enterprise, workshop, learning and creative studio space;
- an expanded café, youth area and shared atrium;
- new library and skills centre;
- new early years centre supporting 185 local children; and
- new affordable homes including outdoor amenity space.

The first of its kind in the city, the hub will focus on being accessible and offering services and activities to those who live locally. The new building is a unique partnership which will provide key Council services whilst keeping NEA at the centre of a creative, connected and inspired community.

### **Ask from the Levelling Up Fund (LUF)**

The current construction costs are estimated at £15.9 million with around £11.6 million secured through Council capital programmes and grant support. There will be additional costs on top of the construction costs for the design and development phase.

LUF funding for the shortfall of £4-5 million would effectively de-risk the project delivery in advance of a construction contract being let, allow the new building to be completed within the programmed timescale and in line with the much needed Early Years funding programme. The hub offers a once in a generation opportunity to make a lasting impact on North Edinburgh and complement the existing investment in the area. The Muirhouse area is within the 5% most deprived in Scotland according to most recent SIMD results.

### **Next steps**

Delivery timescales are aligned with the requirements of the LUF. A planning application (planning ref. 21/02923/AMC) was submitted in May 2021. Enabling works including demolition of existing buildings will commence in late summer followed by a site start in early 2022 and completion in mid 2023.



## **2. Granton Gas Holder Restoration**

### **Background**

Granton Waterfront is a post-industrial brownfield site in north west Edinburgh that has been subject to slow piecemeal development over the past two decades. The site is surrounded by communities within the 5% most deprived in Scotland (SIMD 2020).

In 2018, the Council purchased the former gas work in Granton, known as Forthquarter to help accelerate regeneration. The gas holder was acquired as part of this purchase, with a condition of the sale being the restoration of this historic structure.

The acquisition of this land, together with land already in Council ownership, brought land holdings to over 50 Hectares and provides an opportunity to set the standard for place-based regeneration through exemplar design. A Development Framework was approved by the Council's Planning Committee on 26 February 2020, as non-statutory guidance setting out the parameters for all development activity in Granton and is intended to guide investment and service delivery decision making. Current proposals are set to deliver over 3,500 net zero carbon homes alongside culture, leisure, commercial and key services, setting the standard for future development whilst delivering on key local and national priorities.

### **Ask from Levelling up Fund**

Updated costs for the restoration and decontamination of the gas holder site have been provided by a cost plan consultant who has based their estimates on previous surveys and site investigations. A total cost of approximately £18.3m has been estimated based on restoring the structure of the frame, removing the bell and carrying out site remediation. A bid to secure 90% of the cost (£16.5m) through the Levelling Up Fund with the remaining

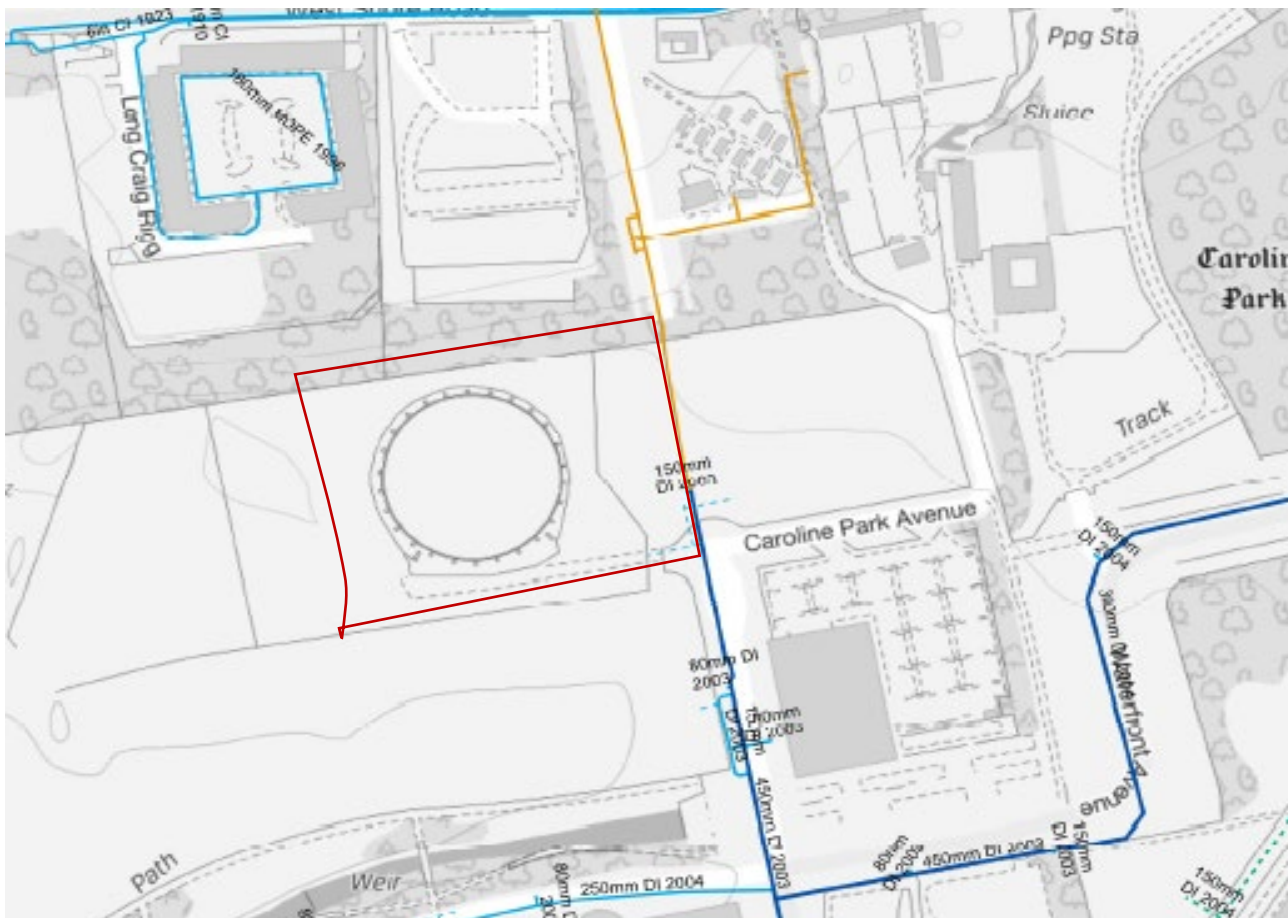
10% funded through the Council's capital investment programme (£1.8m) would aid in unlocking delivery of phase one of the wider regeneration programme.

### **Next steps**

The OBC to deliver the Development Framework and wider programme of regeneration, will be presented to Policy and Sustainability Committee for approval in autumn 2021 with the recommendation to proceed to Full Business Case (FBC) for delivery of phase 1. Granton gas holder forms part of phase1 which will create the 'heart of Granton'. Being able to progress the restoration of the gasholder will act as a catalyst to deliver phase 1 and unlock surrounding sites earmarked for key infrastructure and services required to bring about the place making of the wider area.

There is potential to accelerate the delivery of this restoration project through appointment of a contractor through an existing procurement framework. This would allow preconstruction works to be undertaken in parallel with the submission of the bid with the option to proceed seamlessly to construction if a successful bid for funding is secured, meeting key criteria of delivery by 2024.

### **Site Boundary**







### **3. City-wide active travel network**

#### **Overarching Vision**

Over the past twenty-five years, Edinburgh has made significant progress in creating a transport system designed for all, regardless of location, economic circumstances, gender, culture or abilities. We have been on a journey to improve our transport system, to make it cleaner and more sustainable and, through investment, to enhance our streets, community life and health and wellbeing. There is a clear acknowledgement that by better connecting our city, we can transform our places.

Edinburgh's recently adopted City Mobility Plan (CMP) acknowledges that now is the time for bolder, more transformational action and sets out a path to a safer and more inclusive carbon neutral transport system. A system where sustainable transport - walking, wheeling, cycling and public transport – is the first choice for everyone across Edinburgh

Building on the vision and objectives set out in the plan, the Active Travel Investment Programme (ATINP) seeks to create a safe, attractive and coherent walking, cycling and wheeling network connecting people and places. By increasing the levels of walking, cycling and wheeling in Edinburgh, delivery of the ATINP:

- Will lead to improved health, equality and inclusion;
- Will support inclusive and sustainable economic growth;
- Will protect and enhance the environment contributing towards achieving the Council's net zero ambitions; and
- Will contribute to the post-pandemic recovery of the city.

## **Purpose of project / background**

The ATINP is a city-wide, multi-year programme of investment in walking, cycling and wheeling infrastructure that has a transformational role in how people move around the city. The key themes of the programme are:

- Targeting areas of social deprivation, where the availability of active travel options is currently low and access to other transport modes is limited, addressing the inherent inequalities in the city. These include large regeneration areas such as Granton and Muirhouse.
- Creating connections into and through the city centre.
- Creating connections to Strategic Development Areas within the Local Development Plan, such as the significant employment cluster of Gyle / Edinburgh Park.
- Addressing strategic missing links towards local centres including Leith and Craigmillar.

The Levelling Up Fund would help deliver the interventions under the ATINP, including:

- Five flagship schemes, some of which are at an advanced stage of development. It is worth noting that the construction stage of City Centre West East Link (CCWEL) is scheduled to commence in August 2021.
- Other smaller-scale strategic connections.
- City-wide rolling improvements, such as delivering dropped kerbs and raised crossings to improve the quality of the network or the provision of secure on-street cycle parking.
- Installation of a new rollout of the city-wide bike hire scheme.

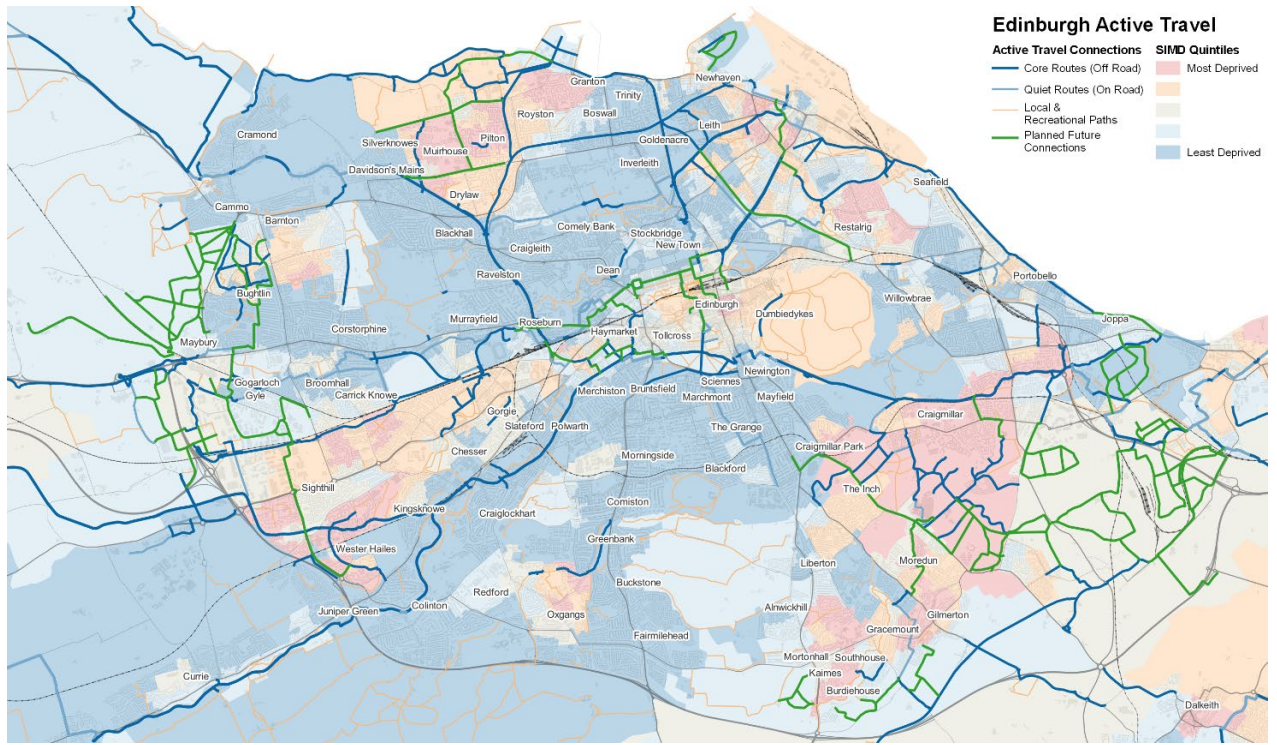
## **Headline budget items / ask from LUF**

The total cost projection for the delivery of the ATINP between 2019/20 and 2025/26 is £172.8m, with total funding of £134.2m already committed to date.

Therefore, the cumulative funding pressure for the ATINP up to financial year 2025/26 is £38.6m. LUF funding to this amount would ensure the financial deliverability of the proposed ATINP within the planned timescales.

## **Next steps**

Delivery timescales are aligned with the requirements of the LUF with a first phase of delivery being ready for construction.



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# Policy and Sustainability Committee

10.00am, Tuesday, 1 June 2021

## Edinburgh Economy Strategy Development Report and City Centre Recovery Action Plan

Executive/routine	Executive
Wards	All
Council Commitments	<a href="#">1 - 9</a>

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee notes:
- 1.1.1 The Edinburgh Economy Strategy Development Report in appendix 1, which will be used as a framework for the engagement and consultation process to inform the Edinburgh Economy Strategy;
  - 1.1.2 The Draft City Centre Recovery Action Plan in Appendix 2 which lays out the activity underway and planned which will support the economic recovery of Edinburgh city centre.
  - 1.1.3 The proposed consultation and engagement process for further development of the Edinburgh Economy Strategy and the Draft City Centre Recovery Action Plan; and
  - 1.1.4 Agree that findings from the consultation and final draft documents will be brought for consideration by the Policy and Sustainability Committee in November 2021.

**Paul Lawrence**

Executive Director of Place

Contact: Gareth Dixon, Senior Policy Adviser

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

## Edinburgh Economy Strategy Development Report and Draft City Centre Recovery Action Plan

### 2. Executive Summary

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- 2.1 This report sets out the issues which have been identified from the engagement carried out to support development of a refreshed Edinburgh Economy Strategy. The report proposes priorities and actions to be taken forward to meet the needs of Edinburgh's economy through recovery from pandemic.
- 2.2 The report also provides a summary of action under way or planned which will support city centre recovery in appendix 2; the Draft City Centre Recovery Action Plan.
- 2.3 Proposed next steps involve a period of consultation with stakeholders on both of these documents with a view to reporting to Policy and Sustainability Committee in November 2021.

### 3. Background

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- 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 published on [1 December 2020](#).
- 3.3 At this meeting, it was agreed that a process for renewal of the Edinburgh Economy Strategy be completed, in response to emerging challenges including the Covid-19 related economic recession, and to ensure continued alignment with core Council priorities to tackle poverty, promote sustainability and wellbeing.
- 3.4 On the [23 July 2020](#) the City of Edinburgh Council provided an initial response to the Edinburgh Climate Commission's publication calling for all city leaders and businesses to commit to a green economic recovery. the Edinburgh Climate

Commission published its first report '[Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh](#)' in July 2020.

- 3.5 In supporting the economic recovery of the city, the Council is already committed to delivering, operating and funding a range services and initiatives. This includes but is not limited to:
- 3.5.1 the continued delivery of business support through in house business advisors and managing and funding employability services. In the last year over 3,800 Business Gateway client engagements and more than 1,300 employability and skills clients were supported into work and learning;
  - 3.5.2 the continued management and processing applications for crisis support, which during 2020 totalled over 8,000 applications for crisis support, a 76% increase on the same period in 2019;
  - 3.5.3 regulatory and transactions service continuing to process millions of pounds worth of new business grants to support city businesses and the economy. In the last year the Council processed around £200 million worth of grants;
  - 3.5.4 leading in the design and delivery of the new Edinburgh Youth Guarantee with an allocation of over £1.9 million for 2021/22;
  - 3.5.5 delivering a new 2021/22 budget on [18 February 2021](#), to add further £0.4 million to help people at risk of homelessness and support those experiencing homelessness into secure tenancies;
  - 3.5.6 providing additional funding of £500,000 for Edinburgh's summer festivals. This funding will help support the recovery of the city's creative economy for performers, production support and the wider sector supply chain;
  - 3.5.7 funding for the new marketing campaign Forever Edinburgh, which was delivered jointly by the City of Edinburgh Council, ETAG and Visit Scotland; and
  - 3.5.8 supporting the opening of new major infrastructure developments in Edinburgh such as the Edinburgh St James Quarter for the Summer 2021.
- 3.6 In addition, the Council is participating in Scottish Government workshops through the Scottish Cities Alliance to inform Scottish Government support for city centre recovery plans.

## 4. [Main report](#)

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### Engagement

- 4.1 The Edinburgh Economy Strategy Development Report was drawn together from engagement with stakeholders and business partners. To test emerging findings, share knowledge and gather feedback, Council officers held a series of regular meetings from early January 2021 with the Edinburgh Advisory Panel, chaired by Councillor Kate Campbell. This also provided a platform to make linkages with work others carry out in the city to support the economy.

- 4.2 Further engagement was undertaken with groups such as the Edinburgh Tourism Action Group, participation in a range of network events, including those organised by the Edinburgh Chamber of Commerce, and workshops with industry representatives from the city on parallel activities such as the transition to a net zero economy. To help identify the key issues for focus and priorities for the new economy, one-to-one discussions with business leaders were also held through the period from January to May 2021.
- 4.3 The process was also informed by review of key documents and analysis published by partners during this period, including the Edinburgh Business Resilience Group (EBRG) Interim Report published in April 2021. The EBRG is a group of over 60 organisations, bringing together a cross-section of Edinburgh's business, education, public sector, third sector, and other key city stakeholders. This group was convened and supported by the Edinburgh Chamber of Commerce, and independently Chaired by Ian Marchant, Chair of Dunelm Energy.

#### **Key issues raised from engagement**

- 4.4 Stakeholders and local business partners identified the key issues and pressures facing Edinburgh, which include:
- 4.4.1 Slow economic recovery and business debt: The recovery from recession will be slow and challenging for different parts of the economy. Estimates from the Scottish Fiscal Commission show that output will not return to pre-pandemic levels until the beginning of 2024, and it will be 2026 before the economy recovers all the capacity and potential lost during 2020. In addition, Scottish figures suggest that 20% of Scottish Businesses were struggling with risk of business insolvency which could impact the speed of recovery.
- 4.4.2 Unemployment: Analysis of recent economic data in Edinburgh has shown that the city has experienced a three-fold increase in the number of people claiming universal credit (18,000 people in Edinburgh). The Furlough scheme, which supported over 35,000 people as at the end of March 2021, is keeping unemployment low (only increasing by from 7,200 or 2.6% to 11,100 or 3.9% from 2019 to 2020) in Edinburgh, there is concern over the impact this will have on jobs when the scheme ends.
- 4.4.3 City centre: Over much of 2020 visitor numbers to the city centre fell and the future for many businesses located there remains uncertain. In addition, the impact of the pandemic on the footprint of large and medium sized employers in the city centre is not yet fully understood but could have a significant impact on the city centre economy as Edinburgh comes out of lockdown. The city centre places an important role for the city overall it is a place that hosts events, places of work, homes and the night-time economy.
- 4.4.4 Tourism: The number of visitors to Edinburgh fell significantly and the tourism sector, along with all of the businesses and jobs supported, have lost successive seasons of trade from travel, business and leisure tourism, events and festivals. Whilst the summer season in 2020 saw a boost in domestic tourism activity in rural areas of Scotland, Edinburgh did not see



such a boost and remained significantly down on past trends for much of 2020. Edinburgh retains a critical role in the future of tourism to Scotland especially for overseas visitors with many using the city as a gateway to the rest of Scotland.

4.4.5 International status: Edinburgh businesses express some concern over the uncertainty and impact of Brexit challenges on workforce and future labour supply issues, as well as trade with the European Union (EU). As part of its recovery, Edinburgh should promote its strengths and position itself as a leading European city for inward investment and trade, as well as being a welcoming city.

4.4.6 Inequality: Inequality has increased during the recession. Women, young people, people with disabilities, those with caring responsibilities, and people working in low paid jobs are all much more likely to have lost income due to the pandemic so far. Job numbers among people under 24 are falling twice as fast as the workforce as a whole in Edinburgh. Those industries that experienced less impact include finance, public education and health.

### **Edinburgh Economy Strategy Development Report**

4.5 Building on these findings, Appendix 1: Edinburgh Economy Strategy Development Report sets a framework for consultation on the priorities and actions the Council and partners need to deliver to ensure a strong recovery for Edinburgh's economy.

4.6 The report sets out five priorities, and 31 actions that will be used as a framework to guide further discussions with stakeholder and partners. Proposed priorities are:

4.6.1 Help businesses to innovate and adapt;

4.6.2 Promote access to fair work and opportunities for people to progress;

4.6.3 Lead a just transition to a net zero economy<sup>1</sup>;

4.6.4 Create vibrant places for businesses and people; and

4.6.5 Maintain Edinburgh's place as a global city.

### **City Centre Recovery Action Plan**

4.7 In addition to this city-wide strategic plan, the findings of consultation carried out to date clearly identifies a need for specific and tailored actions to support the recovery of Edinburgh's city centre economy.

4.8 Appendix 2 The Draft City Centre Recovery Action Plan provides a draft action plan to meet this need. The draft plan sets out a programme of 25 actions aiming to help city centre businesses to adapt and thrive, and aiming to build momentum for longer term recovery.

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<sup>1</sup> A "just transition" is about moving in a way where the benefits of the change are shared widely. "Net zero" is when any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the "net" effect is zero emissions. Edinburgh has committed to 'net zero' emissions by 2030. To achieve this, we must reduce the emissions we generate close to zero, and by 2030, make sure that we remove the same amount of greenhouse gases that we as a city, put into the air."

- 4.9 Further consultation and development of this plan will be undertaken alongside the programme of work developed for the refresh of the city-wide Edinburgh Economy Strategy. Such activity will take place during June to September 2021, with publication of a final City Centre Recovery Plan in November 2021.

## **5. Next Steps**

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- 5.1 It is proposed to undertake public consultation and engagement on both appendices to this report between June and September 2021. Consultation findings will be reported to the Policy and Sustainability Committee in November 2021, alongside final drafts of the Edinburgh Economy Strategy and the City Centre Recovery Action Plan.
- 5.2 As part of this approach, the Edinburgh Economy Strategy Development report and the Draft City Centre Recovery Action Plan will be published on the Consultation hub for a full public consultation between June and September 2021 and running for a minimum of 12 weeks, complying fully with the new Council Consultation Policy.
- 5.3 In addition to the consultation laid out above the Council will also undertake a survey of city businesses, gathering insight on business plans to return to office-based activity over the coming 6,12 and 24 months. This insight will support the strategy development; in particular in relation to the city centre.
- 5.4 Further engagement activities will include elected member workshops, and a bespoke series of workshops with partner agencies including the Edinburgh Chamber of Commerce, the Edinburgh Future Institute and the Economic Advisory Panel. Officers will also continue to draw on engagement work run by other Council teams, the Scottish Government, other Government agencies and will explore other opportunities for engagement with interested parties and networks.

## **6. Financial impact**

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- 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**

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- 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**

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- 8.1 None.

## **9. Appendices**

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- 9.1 Appendix 1: Edinburgh Economy Strategy Development Report.
- 9.2 Appendix 2: Draft City Centre Recovery Action Plan

# Edinburgh Economy Strategy Development Report

June 2021

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## Executive Summary

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.

In the past 12 months significant challenges for the city's economy have arisen as a result of the Covid 19 pandemic and the UK's withdrawal from the EU, which mean that a refresh of this strategic approach is needed.

This paper represents the output of a first phase of work carried out for that strategy refresh. It presents an analysis of the challenges the city economy faces in recovery from pandemic, the strengths it can build on, and the levers available to the city to drive recovery.

In doing so, the paper presents a framework for consultation on the next steps of the strategy's development. Publication of this framework marks the end of phase 1 of this strategy development project. Following publication, timelines for the project include:

- **Consultation with citizens, employers and stakeholder – June to September 2021**
- **Publication of a final refreshed Edinburgh Economy Strategy – November 2021**

### Findings so far

Edinburgh's economy faces the biggest challenge for more than a generation over the next few years.

- Recovery from pandemic will be slow, with many businesses in all sectors still at risk of insolvency
- Unemployment and rates of low income have risen quickly, but will be slow to fall
- The city centre has been hard hit, alongside a sharp downturn experienced by the visitor, retail and hospitality economy

- The impact on low income groups has been hardest, with evidence of increasing inequality across the city, and
- The impacts of Brexit are only beginning to become clear, with slow exports and business adapting to changing supply chains.

Alongside these challenges, the city has critical strengths and opportunities to build on through its recovery from pandemic. Edinburgh has:

- A highly skilled and flexible workforce and a young, diverse, and growing population
- World leading strengths in Data Driven Innovation in a city committed to being the Data Capital of Europe
- Major competitive advantages in key technology sector clusters, including Fintech.
- Core, globally competitive industries in finance, leisure and business tourism, and culture
- Internationally leading higher education and research institutions
- A City Region Deal delivering investment and job creation over the next 15 years
- A strong global reputation and status as a historic capital city
- A thriving voluntary and social enterprise sector
- A strong pipeline of infrastructure investment planned for the next 18 months
- A city-wide commitment to delivering net zero by 2030, and the investment opportunities which arise from that.

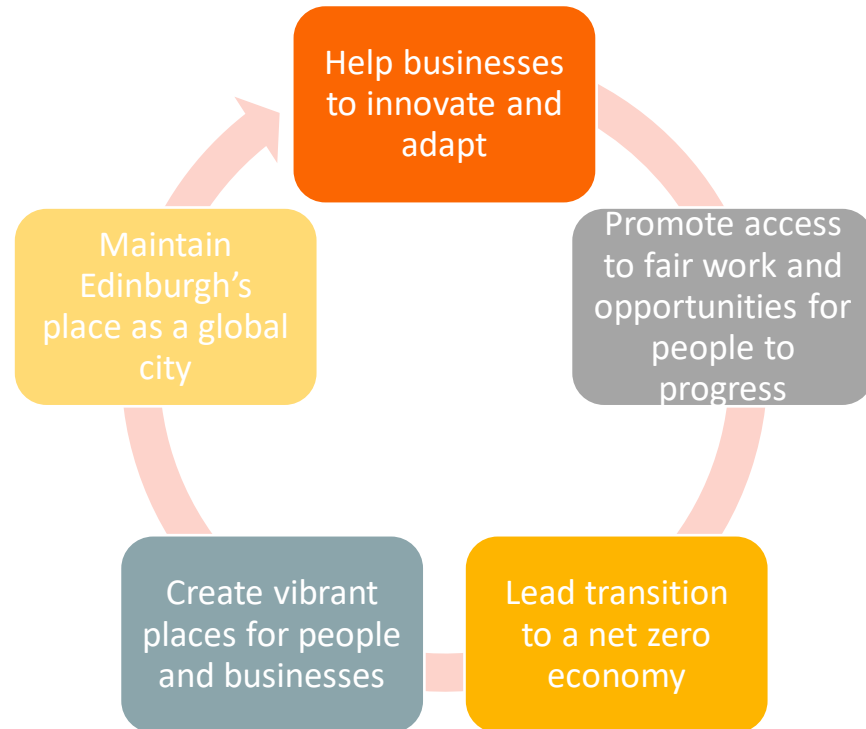
### A framework for consultation

In response to these findings, this report sets out a framework for the next stage of developing a refreshed Edinburgh Economy Strategy. The report was informed by a series discussions and workshops held in early 2020 with partners, stakeholders and business leaders.

This process helped identify a set of actions that are focussed on what the Council and other city stakeholders need to deliver in support of a strong recovery for Edinburgh's economy. These actions are structured around five

priorities that will be used throughout further consultation and engagement with city partners and stakeholders over the next few months.

To meet the needs of the Edinburgh Economy through recovery, the Council and its partners should aim to deliver against **Five strategic priorities and 31 actions**.



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## Questions for consultation:

This paper represents a draft framework for consultation and discussion during June to September 2021.

Throughout the document are highlighted key questions for consideration during this consultation period.

The paper outlines five routes through which citizens, businesses and stakeholders will find opportunities to input into the development of the final strategy document.

These will include:

- Online consultation through the Edinburgh Consultation Hub
- A survey of city businesses
- Business workshops and consultation events
- Discussion events and seminars
- Elected member cross party workshops

Further details on these approaches will be published and promoted on the Council website and social media channels throughout June to September 2021.

## Draft priorities and actions for consultation

## Timeframe

<p>Help businesses to innovate and adapt</p>	<ol style="list-style-type: none"> <li>1. Support continued <b>access to UKG/SG business support schemes</b>.</li> <li>2. Ensure <b>Business Gateway</b> and local business support is fit for purpose</li> <li>3. Enable <b>access to vacant sites in the city</b>, including the city centre</li> <li>4. Ensure <b>licensing, regulation and planning</b> systems create spaces for all businesses to thrive</li> <li>5. Adopt the <b>Logan Review</b> recommendations for investment in tech infrastructure in Edinburgh</li> <li>6. Support development of Edinburgh <b>innovation ecosystem</b> to be on par with the best in Europe</li> </ol>	<p><i>In place &amp; ongoing</i> 2021-2023 2021-2023 2021 onwards 2021-2023 2021-2023</p>
<p>Promote access to fair work and opportunities for people to progress</p>	<ol style="list-style-type: none"> <li>7. Become a Fair work City and promote <b>Living Wage accreditation</b> for businesses across the city.</li> <li>8. Apply the <b>Fair Work first in procurement</b> principle to every tender</li> <li>9. Maximise the <b>community wealth building</b> opportunities from city investments.</li> <li>10. Ensure flexibility and improved access to <b>skills and retraining opportunities</b></li> <li>11. Support all individuals with barriers to employment with <b>Edinburgh Guarantee</b>.</li> </ol>	<p>2021 onwards <i>In place &amp; ongoing</i> 2021 onwards 2021-2023 <i>In place &amp; ongoing</i></p>
<p>Lead a just transition to a net zero economy</p>	<ol style="list-style-type: none"> <li>12. Agree and deliver an <b>Edinburgh 2030 Climate Strategy</b>.</li> <li>13. Connect net zero <b>investment to opportunity</b></li> <li>14. Support <b>Edinburgh Climate Compact</b> to increase business commitment to reduce emissions</li> <li>15. Embed net zero into the city's <b>business support</b> offering</li> <li>16. Explore a <b>green innovation challenge finance scheme</b></li> <li>17. Deliver <b>Net Zero Procurement</b> by 2030</li> <li>18. Promote <b>Edinburgh's circular economy</b></li> <li>19. <b>Net zero skills</b> and workforce development</li> </ol>	<p>2021 onwards 2021-2023 2021-2030 2021-2023 2021-2023 2021-2030 2021-2023 2021-2023</p>
<p>Create vibrant places for businesses and people</p>	<ol style="list-style-type: none"> <li>20. Working with partners to develop a <b>City Centre Recovery Plan</b>.</li> <li>21. Transform <b>Edinburgh's Waterfront</b> into one of the city's landmarks and enhance the economic value of Port infrastructure</li> <li>22. Roll out our <b>place-based development and investment programme</b></li> <li>23. Deliver high quality, sustainable, mixed used housing developments under the <b>20-minute neighbourhood principle</b></li> <li>24. Facilitate the sustained investment in <b>digital infrastructure</b> to support the city's digital economy</li> </ol>	<p>2021 onwards 2021-2023 2021-2023 2021-2023 2021-2023</p>
<p>Maintain Edinburgh's place as a global city</p>	<ol style="list-style-type: none"> <li>25. Support partners in revising the <b>Edinburgh Tourism Action Plan</b></li> <li>26. Continue to support the <b>arts and cultural sector</b> and contribute to its stabilisation and retention.</li> <li>27. Promote key sites in the city to increase <b>inward investment</b></li> <li>28. Use business support services and networks to help Edinburgh businesses to <b>trade internationally</b></li> <li>29. Maximise <b>structural capital funding</b> opportunities for Edinburgh's investment portfolio</li> <li>30. Promote <b>Edinburgh as a destination</b> for international talent, students, and skilled workers</li> <li>31. Explore investment options on what the income from a <b>Transient Visit Levy</b> could support.</li> </ol>	<p>2021 onwards <i>In place &amp; ongoing</i> 2021-2023 2021-2023 2021 onwards 2021-2023 2021-2023</p>

# 1. Introduction

## The need for a new approach

In June 2018, the City of Edinburgh Council approved the Edinburgh Economic Strategy and a programme of work to enable good growth for Edinburgh’s economy.

In December 2020 a review and refresh of this strategy was proposed in response to new significant challenges facing the city. This process aims to ensure that the city’s economic priorities continue to meet the needs of citizens and businesses and drive a successful recover from the economic effects of the Covid 19 pandemic, the UK’s withdrawal from the EU, and other economic changes anticipated in the coming few years.

The purpose of this report is to set out the findings of the first stage of this strategy refresh process outlining:

- The new challenges the city faces in recovery and renewal from the pandemic
- The strengths and opportunities the city economy can build on over the next few years
- The core priorities from the 2018 strategy which remain vital to the city’s economic success, and
- The new priorities and actions the city needs to develop in response to a new context.

The paper provides a **framework for consultation and development** with citizens and partners over the coming months, the findings of which will inform the drafting of a refreshed Edinburgh Economy Strategy for publication in November 2021.

## A developing City-wide policy context

Alongside the emergence of new economic challenges for the city, the past two years have also seen significant developments in the policy context within which the city operates.



2020 saw the publication of the 2050 Edinburgh City Vision project, which built on two years of consultation with city residents to identify their ambitions for the future of the city. Those findings identified an aspiration for Edinburgh to be a **Welcoming, Fair, Thriving, and Inspiring City**.

Alongside this, in 2021 City of Edinburgh Council published a new **Council Business Plan** setting out its priorities for the coming three years. The plan describes the Council’s broader approach to recovery from the pandemic and meeting its key priorities to **end poverty, become a net zero city, and ensure wellbeing and equalities** are enhanced for all.



The refreshed Edinburgh Economy Strategy will form one part of a suite of key strategies needed to deliver this business plan, complementing and integrating with the Edinburgh 2030 climate strategy, City Plan 2030, City Mobility Plan, End Poverty in Edinburgh Delivery Plan and other frameworks.

## The process



The refresh of the Edinburgh Economy Strategy is being taken forward across three phases of work:

- **Scoping** – this phase of work ran from January to June 2021 and involved analysis of the city’s economic context, data gathering, and initial consultations with key city partners. This paper represents the output from this work, with a summary of key challenges to be addressed and a framework for ongoing consultation.
- **Consultation** – this phase of work will run from June to September 2021. This phase will seek to gather views and insights on the framework proposed in this paper. Details on this consultation process are outlined below.
- **Publication** – Findings from the consultation phase will inform development of a refreshed Edinburgh Economy Strategy in November 2021.

## Next steps and consultation process

Over the next few months the Council will launch a number of consultation activities designed to gather input from citizens, businesses, and city stakeholders on the framework proposed in this paper. The process will aim to ensure that the priorities and actions the Council takes over the next few years meet the needs of the city economy in recovery and renewal from the pandemic.

Consultation and insight gathering activities to be carried out over June to September 2021 will include:

- Online consultation open to all citizens, community groups, businesses and other stakeholders through the Edinburgh Consultation Hub.
- Cross party workshops with City of Edinburgh Council elected members
- A survey of city businesses about their future plans and expectations for office utilisation and home or remote working plans.
- Workshops with city business on key aspects of the consultation framework.
- Bespoke engagement and discussion events on key aspects of the challenges facing the city.

In parallel with these activities, officers will be seeking opportunities to engage with and gather views from business networks, community groups, and other interested forums across the city. Work carried out in consultation for this strategy will also be informed by other consultation activity carried out by the Council and partners during this period, including that undertaken for other key city strategies such as the Edinburgh 2030 Climate Strategy.

Key questions for consideration through this process are outlined throughout this document.





## The Process so far

This Economy Strategy Development paper was prepared in response to insights and information gathered through a review of key datasets, research and analysis, and a series of scoping discussions carried out during the period January to June 2021. Key sources and documents reviewed through this process have included:

- Discussion and workshops with the Council's Economic Advisory Panel
- 1 to 1 interviews with Advisory Panel Members and other stakeholders
- Discussions and workshops with other stakeholder groups, such as Edinburgh Tourism Action Group, the Edinburgh and South East Scotland City Region Deal Oversight Group, and the Edinburgh International Group
- Edinburgh Business Resilience Group (EBRG) Interim Report in published in April 2021
- Economic and Fiscal Forecasts, published by the Scottish Fiscal Commission
- Skills Development Scotland, Regional Skills Assessments, March 2021
- Scottish Enterprise Monthly Economic Commentary
- Fraser of Allander Institute Scottish Cities Outlook: an Update May 2021
- Edinburgh Poverty Commission Final Report, September 2020
- Edinburgh Climate Commission report - Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh, June 2020.



## 2. A new context for Edinburgh's Economy

This section sets out the changing context to which a refreshed Edinburgh Economy strategy needs to respond. In particular, the analysis considers:



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In doing so, this section concludes by summarising the new priorities the city needs to adopt for recovery and renewal, as well as highlighting the existing priorities that remain important for Edinburgh to have a fair and thriving city economy.

### Facing the Economic storm

Edinburgh's economy will face its biggest challenge for a generation during the early part of this new decade.

#### Slow recovery and increasing risk of insolvency...

Scotland's economy contracted by 9.5% during 2020, with much of this decline driven by sectors - such as retail, hospitality, leisure and business tourism - upon which Edinburgh has historically had a strong reliance.

Estimates from the Scottish Fiscal Commission show that, without intervention or stimulus, Scotland's economic output will not return to pre-

pandemic levels until the beginning of 2024, and it could be 2026 before the economy recovers all the capacity and potential lost during the past year

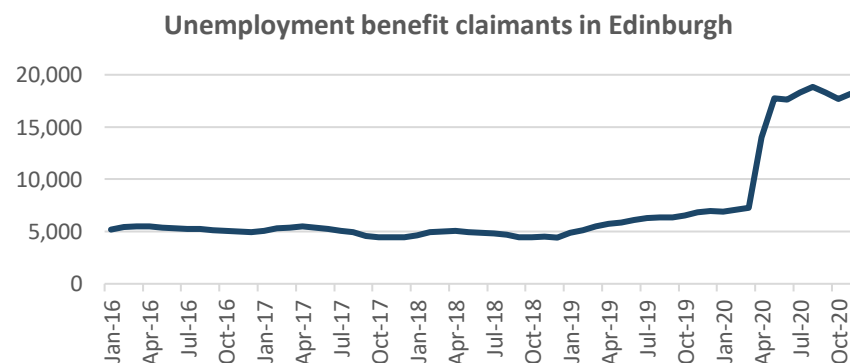
Turnover is down in all business sectors, with the exception of food retail. Analysis by the Royal Bank of Scotland in early 2021 suggested that around 15-20% of Scottish businesses are at moderate to severe risk of insolvency as a result of pandemic. This rate rises to 30% for the hospitality sector.

#### ...Unemployment is quick to rise, but slow to fall...

The UK Government's furlough scheme has played an important part in limiting the impact of the pandemic declines on job numbers. In early spring 2021 almost 39,000 Edinburgh jobs were being still supported by furlough, and estimates show that Edinburgh has accounted for 10% of all furloughed workers in Scotland.

Despite this, the city has still experienced a dramatic increase in the number of people forced out of work and into benefits dependency as a result of the pandemic. By Spring 2021 over 18,000 people in Edinburgh were claiming unemployment related benefits, more than three times the level recorded pre-pandemic.

The lesson from previous recessions is that unemployment rates are slower to return to normal than other economic indicators, and it may be several years before the labour market returns to the conditions that held pre-pandemic.



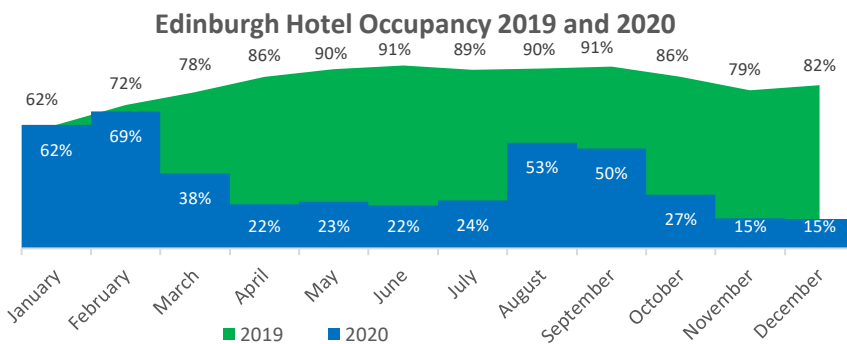
### ...the city centre has been hard hit and the economic geography of the city region may be changing...

Even at peak periods during the last year footfall in key retail areas in Edinburgh's city centre were almost 50% lower than the same period pre-pandemic.

Over much of the past year visitor numbers to the city centre have fallen significantly and the future for many businesses located there remains uncertain. The impact of the pandemic on the footprint of large and medium sized employers in the city centre is not yet fully understood and could have significant implications for the city centre economy as a whole. As a part of this, more needs to be understood about how the economic geography of the city region is changing post-pandemic, particularly as this relates to future patterns of commuting and work patterns.

### ...a sharp downturn for the visitor, retail, and hospitality sectors...

Visitors to Edinburgh fell significantly during 2020 severely impacting on sectors such as retail, hospitality and tourism - hotel occupancy rates in the city were down by over 80% at times during 2020. Whilst the summer season saw a boost in domestic tourism activity in rural areas of Scotland, in Edinburgh much of 2020 visitor numbers were significantly down on past trends. The fall in visitors meant that many consumer facing services also suffered disproportionately due to indoor venues being one of the last areas to reopen.



### ...increasing inequality...

One of the clearest impacts of the pandemic and its economic effect has been the increase of poverty and inequality. Edinburgh Poverty Commission estimated that an additional 4,500 people were at risk of falling into poverty during 2021 as a result of the pandemic.

While a substantial proportion of Edinburgh's economy has been able to transition and continue operating through working at home during lockdowns, those in the lowest wage sectors have been most impacted by lost hours, redundancy, or by having to continue to work in difficult conditions.

Women, young people, people with disabilities, those with caring responsibilities, and people working in low paid jobs are all much more likely to have lost income due to the pandemic so far. At the same time, job numbers among people under 24 are falling twice as fast as the workforce as a whole in Edinburgh.

### ...and the impact of Brexit on trade patterns and labour supply.

Alongside the pandemic, 2021 has also seen the UK's withdrawal from the EU. It will take some time for the medium and longer terms structural changes in trade caused by Brexit to be fully felt and understood. Early evidence, however, does show a drop in exports, with trade levels down for 28% of Scottish exporters in January 2021. At the same time, evidence from Edinburgh Chamber of Commerce report challenges for businesses in adapting to new export regulation, and a related significant drop off in the number of business seeking support for customs declarations.

One key factor noted in discussions related to Brexit has been the potential impact on the supply of labour for key sectors in Edinburgh. Latest data do show challenging trends in this area, with the number of overseas nationals registering for work in Edinburgh falling by 63% in 2020. As with other factors, including international student flows, considerable uncertainty remains over the long-term trends for such workers during the post pandemic recovery period.

## Long term continuing challenges

These new pressures arising from the pandemic and Brexit come in addition to the long-term challenges identified and discussed in the **2018 Edinburgh Economy Strategy**.

In developing a new, refreshed approach which meets the needs of the current crisis, long term responses also need to respond to challenges which have been highlighted before and remain critical to the city's future prosperity.

**Long term challenges identified in the 2018 Edinburgh Economy Strategy, and which remain important to address in 2021 and beyond...**



## Strengths to build on

Despite these challenges Edinburgh remains well placed to make a successful recovery from pandemic and recession. The core strengths which have helped the city recover from previous recessions remain in place. At the same time, analysis from Oxford Economics suggested that Edinburgh was the most resilient economy in Scotland, driven by good digital connectivity and economic diversity.

Over the next few years, the success of the city's recovery will rest on its ability to build on and maintain key strengths such as:

- A highly skilled and flexible workforce
- A young, diverse, and growing population
- Core, globally competitive industries in finance, leisure and business tourism, and culture
- A knowledge-based economy, driven by significant strengths in Data Driven Innovation committed to be the Data Capital of Europe
- Major competitive advantages in key technology sector clusters, including Fintech.
- Internationally leading higher education and research institutions
- A City Region Deal delivering investment and job creation over the next 15 years
- A strong global reputation and status as a historic capital city
- A thriving voluntary and social enterprise sector
- A strong pipeline of infrastructure investment planned for the next 18 months
- World leading investment opportunities in every part of the city
- A city-wide commitment to delivering net zero by 2030, and the investment opportunities which arise from that.

## Major infrastructure projects delivering in Edinburgh during 2021 and 2022

The **St James Quarter** is a £1bn development replacing the 1960s St James Centre and New St Andrews House office block at the east end of Princes Street. The complex will have space for 80 shops and 30 restaurants, along with an Everyman cinema and 152 residential apartments. Opening of the complex starts in early summer 2021.

A new **visitor attraction and entertainment venue** is being built into the former House of Fraser building at the west end of Princes Street. Due to open in July 2021. The former B-listed department store is part of **Diageo's £150m investment Johnnie Walker brand**

A new 13,500 m<sup>2</sup> or £68 million development at the expanding **Bioquarter** district in Edinburgh will be completed in 2022. It will host the **Usher Institute for Population Health** sciences, which is one of the **four data driven innovation hubs** in the city. This will provide a base for members including the **Edinburgh Clinical Trials Unit**, partners and for start-up companies working in the field of data-driven innovation in health and social care.

Restoration of the **Old Royal Infirmary of Edinburgh** on Lauriston Place into a work hub for the Edinburgh Futures Institute will open in 2021. The renovation of a Category-A Listed building will provide 21,300 m<sup>2</sup> of floor space and provide new teaching, event spaces, major lecture halls, and meeting rooms.

**Meadowbank** new sport facility will complete its £45 million redevelopment and open late in 2021.

**National Galleries of Scotland** refurbishment was a £22m project to redesign the entrance and gallery and re-landscape **East Princes Street Gardens** is due for completion in 2022.

A £40 million repair of **North Bridge** originally built in 1897 that connects the two World Heritage sites of Edinburgh is to be completed in 2022. A redesign of the major junction at **Picardy Place**, this will include a tram stop, bus interchange and is situated next to the new St James Quarter and at the top of Leith Walk. The cost of the project was just under £50 million and will be completed in October 2022.

Within the next 18 months there will also be significant development progress made in securing a developer to continue the redevelopment of **Fountainbridge** area of the city. Construction will also begin at **Powderhall** that will see the restoration of the former stable block into flexible workspace and artist studios, a new early year centre with older persons housing, and up to 200 affordable houses added to the area. In **Meadowbank** further site development will start in 2022 building 600 homes and commercial and community premises such as a GP surgery. In Edinburgh's **Haymarket** work delivering a £350m development will continue to transform a brownfield site in the West of the city. It will include a hotel will be operated by the Edinburgh International Conference Centre (EICC) expected to open in 2023. The site will also have three office blocks and shops. Construction will continue delivering a new £200 million expansion of the **Edinburgh tram network** from the city centre to Newhaven and will open in 2023. **Granton waterfront development** will consist of a £1.3 billion development and first phases of construction will begin in 2022 producing over 400 homes.

## Existing Council commitments to recovery

In parallel with the development of these priorities, the past year has also seen the Council commit to significant actions to provide immediate and short-term support for business recovery during the pandemic. Throughout the next stages of the city's recovery the Council will continue to deliver, operate and fund a range services and initiatives. This includes but is not limited to:

- the continued delivery of business support through in house business advisors and managing and funding employability services. In the last year over 3,800 Business Gateway client engagements and more than 1,300 clients were supported into work and learning;
- the continued management and processing applications for crisis support, which during 2020 totalled over 8,000 applications for crisis support, a 76% increase on the same period in 2019;
- regulatory and transactions service continuing to process millions of pounds worth of new business grants to support city businesses and the economy. In the last year the Council processed around £200 million worth of grants;
- leading in the design and delivery of the new Edinburgh Youth Guarantee with an allocation of over £1.9 million for 2021/22;
- delivering a new 2021/22 budget on 18 February 2021, to add further £0.4 million to help people at risk of homelessness and support those experiencing homelessness into secure tenancies;
- funding for the new marketing campaign Forever Edinburgh, which was delivered jointly by the City of Edinburgh Council, ETAG and Visit Scotland;
- providing additional funding of £500,000 for Edinburgh's summer festivals to support the recovery of the city's creative economy for performers, production support and the wider sector supply chain
- supporting the opening of new major infrastructure developments in Edinburgh such as the Edinburgh St James Quarter for the Summer 2021.

## Bringing it all together

Taken together, these findings suggest a number of new core issues a refreshed Edinburgh Economy Strategy needs to deliver against in order to remain relevant and fit for purpose. they also suggest a number of existing priorities which remain relevant and important for the city's future success.

In order to respond to the challenges posed by 2020/21, the city needs to:

- Intervene to support business recovery and sectors impacted by pandemic
- Ensure the strong recovery of city and town centres.
- Increase emphasis on the city's international role post Brexit
- Increase emphasis on economic opportunities from net zero target
- Increase emphasis on building wellbeing, and the city's resilience to future economic shocks

In doing so, the city needs to continue to implement key long-term priorities set by the 2018 Edinburgh Economy Strategy, including:

- Fair work, and tackling poverty and inequality
- Skills development and career progression
- Entrepreneurship and Data Driven Innovation
- Delivering world class places, and a strong visitor economy

The next section will build on these issues further and propose a framework for strategy development and consultation.

### Questions for consultation:

- Does this analysis present a fair and complete analysis of the challenges for Edinburgh's economy? If not, what's missing?
- What key strengths will drive Edinburgh's future recovery?
- What other long-term trends should this analysis consider?

### 3. A Framework for Consultation

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This section presents an outline framework for a refreshed Edinburgh Economy Strategy, built in response to the challenges and strengths highlighted above.

This framework is developed for consultation over the period June to September 2021, with a view to a final strategy publication in November 2021.

In developing the framework, its principles and priorities, specific focus has been made to take advantage of the specific levers and powers for change available to City of Edinburgh Council and its partners.

#### Levers for change



#### Strategic Collaborations

To maximise impacts the city needs to make best use of opportunities for collaboration and joint working. The council can through its networks and relationships promote and take advantage of opportunities to implement real change. An example of this approach can be seen in the partnerships

built to develop and implement the Edinburgh and South East Scotland City Region Deal, and the Edinburgh Tourism Action Group.

The Council can also influence strategic investment programmes (including our investment in housebuilding, and the investment provided through the Edinburgh and South East Scotland City Region Deal) to create new supply chains and opportunities for the city's economy.

#### Delivering infrastructure and services

The Council has the ability to invest and lever investment into key infrastructure in the city centre, including housing, transport, and the built environment. In terms of delivering services the Council also delivers key services that support the economy including business support education and skills, planning and regulation.

#### Making strategic investments that benefit our communities

The Council can use its considerable spending power to make a positive impact on local businesses and promote net zero and fair work and ensure new contracts are used to maximise community benefits. This approach can generate wider benefits for a local community from the delivery of public contracts or services. These benefits include employment, training, apprenticeships, a strengthened civil society, improvements to the local environment and mitigation of climate risks.

#### Influence for change

The City Council and other partners also have significant lobbying power as the capital city of Edinburgh to work with Scottish Government on influence policy. This can include increasing the 'sell' of the city across various networks nationally and internationally and promoting the interests of Edinburgh's economy in key areas. It can also include lobbying for additional powers we need as a city to meet the priorities of our citizens and businesses.

## Draft priorities for a new strategic approach

Making use of the levers available to the city, the scoping phase of this project has suggested five draft priorities to guide consultation on development of a refreshed Edinburgh Economy Strategy.

To meet the needs of the Edinburgh Economy through recovery, the Council and its partners should aim to deliver **five strategic priorities and 31 actions**



The remainder of this section takes each of these priorities in turn and provides more detail on the draft actions implied for the Council and other city stakeholders.

### Questions for consultation:

- Do you think these five proposed priorities are realistic, or ambitious enough, given the challenges the city faces in recovery from pandemic?
- Do they recognise the city's opportunities and strengths?
- Do the actions outlined in the sections below meet the needs of the city in recovery from pandemic?
- If not, what would you add or change?



## Draft priorities and actions for consultation

## Timeframe

<p>Help businesses to innovate and adapt</p>	<p>32. Support continued <b>access to UKG/SG business support schemes</b>.            33. Ensure <b>Business Gateway</b> and local business support is fit for purpose            34. Enable <b>access to vacant sites in the city</b>, including the city centre            35. Ensure <b>licensing, regulation and planning</b> systems create spaces for all businesses to thrive            36. Adopt the <b>Logan Review</b> recommendations for investment in tech infrastructure in Edinburgh            37. Support development of Edinburgh <b>innovation ecosystem</b> to be on par with the best in Europe</p>	<p><i>In place &amp; ongoing</i>            2021-2023            2021-2023            2021 onwards            2021-2023            2021-2023</p>
<p>Promote access to fair work and opportunities for people to progress</p>	<p>38. Become a Fair work City and promote <b>Living Wage accreditation</b> for businesses across the city.            39. Apply the <b>Fair Work first in procurement</b> principle to every tender            40. Maximise the <b>community wealth building</b> opportunities from city investments.            41. Ensure flexibility and improved access to <b>skills and retraining opportunities</b>            42. Support all individuals with barriers to employment with <b>Edinburgh Guarantee</b>.</p>	<p><i>2021 onwards</i>  <i>In place &amp; ongoing</i>            2021 onwards            2021-2023  <i>In place &amp; ongoing</i></p>
<p>Lead a just transition to a net zero economy</p>	<p>43. Agree and deliver an <b>Edinburgh 2030 Climate Strategy</b>.            44. Connect net zero <b>investment to opportunity</b>            45. Support <b>Edinburgh Climate Compact</b> to increase business commitment to reduce emissions            46. Embed net zero into the city's <b>business support</b> offering            47. Explore a <b>green innovation challenge finance scheme</b>            48. Deliver <b>Net Zero Procurement</b> by 2030            49. Promote <b>Edinburgh's circular economy</b>            50. <b>Net zero skills</b> and workforce development</p>	<p><i>2021 onwards</i>            2021-2023            2021-2030            2021-2023            2021-2023            2021-2030            2021-2023            2021-2023</p>
<p>Create vibrant places for businesses and people</p>	<p>51. Working with partners to develop a <b>City Centre Recovery Plan</b>.            52. Transform <b>Edinburgh's Waterfront</b> into one of the city's landmarks and enhance the economic value of Port infrastructure            53. Roll out our <b>place-based development and investment programme</b>            54. Deliver high quality, sustainable, mixed used housing developments under the <b>20-minute neighbourhood principle</b>            55. Facilitate the sustained investment in <b>digital infrastructure</b> to support the city's digital economy</p>	<p><i>2021 onwards</i>            2021-2023            2021-2023            2021-2023            2021-2023</p>
<p>Maintain Edinburgh's place as a global city</p>	<p>56. Support partners in revising the <b>Edinburgh Tourism Action Plan</b>            57. Continue to support the <b>arts and cultural sector</b> and contribute to its stabilisation and retention.            58. Promote key sites in the city to increase <b>inward investment</b>            59. Use business support services and networks to help Edinburgh businesses to <b>trade internationally</b>            60. Maximise <b>structural capital funding</b> opportunities for Edinburgh's investment portfolio            61. Promote <b>Edinburgh as a destination</b> for international talent, students, and skilled workers            62. Explore investment options on what the income from a <b>Transient Visit Levy</b> could support.</p>	<p><i>2021 onwards</i>  <i>In place &amp; ongoing</i>            2021-2023            2021-2023            2021 onwards            2021-2023            2021-2023</p>

## ***Priority 1: Help businesses to innovate and adapt***

As a consequence of the pandemic many businesses in Edinburgh are facing rising risk of insolvency and taking on additional debt to survive. To help business survive, adapt, and recover we need to act now to ensure businesses can access the support and assistance that is right for them.

Our growth and recovery also depends on building on the success of our strong entrepreneurship ecosystem. This means identifying the key innovation clusters where Edinburgh has a real competitive advantage, investing in the infrastructure needed to support innovation and growth (such as digital infrastructure, and physical co-location environments for start-ups), investment in education and talent, and ensuring businesses have the opportunity to access grant, public and private financing for innovation, recovery, and growth.

These elements of this draft strategic approach are important to support Edinburgh businesses return to a strong position over the next few years. But they are critical to other aspects of the framework too. Without a thriving business sector, Edinburgh's economy will not provide the good jobs, and fulfilling careers we need to tackle the unemployment and inequality challenges the city faces.

### ***Actions***

#### **1. Support continued access to UKG/SG business support schemes.**

Accessing finance without further increasing debt may be the biggest challenge many businesses in Edinburgh will face during recovery. A key part of addressing this will involve ensuring employers have access to the right sources of finance to increase their resilience and support their ability to continue to trade in a challenging environment.

#### **2. Ensure Business Gateway and local business support is fit for purpose.**

This means we will support all companies who are facing challenges and direct them seamlessly to right contact and the right support. The Council through its business support service and working with partners

will provide support for businesses that want grow, create quality jobs, become more sustainable and to export and trade internationally.

- 3. Enable access to vacant sites, including the city centre, for collaborative spaces grow companies and support local independent businesses.** This will ensure we revitalise our communities and promote the 20-minute neighbourhood agenda for businesses. This may include supporting the creation of new local hubs for new business start-ups and also encourage more local and independent businesses to the city centre.
- 4. Ensure licensing, regulation and planning decisions are innovative and creates spaces for local businesses to thrive.** This is about ensuring that the Council is an enabler for business and will include the provision for local businesses to access more flexible and bespoke facilities to better utilise outdoor spaces. This will ensure for example that the benefits created from by our event and festivals seasons are available to a larger range of businesses. It also means continuing to improve the performance of planning and regulatory services in Edinburgh.
- 5. Accept and adopt the Logan Review recommendations for Edinburgh.** This will establish a Tech scaler project in Edinburgh and facilitate greater investment in infrastructure for the tech sector in addition to supporting the further development of tech skills.
- 6. Support development of Edinburgh's innovation ecosystem to be on par with the best in Europe.** This means building on Edinburgh status as the Data Capital of Europe and maximising the impact of the Data Driven Innovation investments being brought forward through the City Region Deal. We will build new partnershipsto bring pace, clarity and integration to our innovation ecosystem.

### **Questions for Consultation**

- What do businesses need from the city's business support networks during recovery?
- What is the next big change we need to make in development of the city's innovation ecosystem?

## Priority 2: Promote access to fair work and opportunities for people to progress

The experience of the pandemic has highlighted the importance of **fair work, fair wages, and income security** for workers in all sectors across the UK. As well as supporting businesses to survive and recover from the impacts of pandemic, it is important that Edinburgh's recovery supports a continued improvement in working conditions for people employed here.

This means action is needed to help businesses adopt fair work practices and celebrate successes and the impact of good practice where it happens. It means a key role for anchor institutions in the city, including the Council, to lead on ensuring spending and investment is used to promote fair work, and living wages. It also means an adoption of **Community Wealth Building** principles to make sure the major investment projects planned in the city create real impacts for communities across Edinburgh.

Universities and colleges in the city have a crucial role to play in increasing access to learning such as acquiring new digital skills, retraining and upskilling residents and workers. New skills will be required at a much higher frequency than before as jobs continue to evolve at a rapid pace and new technology, new sectors, and new ways of working emerge.

### Actions

7. **Become a Fair work City and promote Living Wage accreditation for businesses across the city.** The Council will work with private sector partners, anchor institutions and Trade Unions to achieve accreditation as a Living Wage City and promote the use of fair work practices such as 'living hours' throughout the city economy.
8. **Apply the Fair work first in procurement principle to every tender.** This means that the Council will seek to apply Fair work criteria to every tender and apply appropriate weightings in the evaluation of tenders. This will lead to increasing the number of more socially responsible businesses delivering Council contracts and an increase in supplier living wage accreditation.
9. **Maximise the community wealth building, and community benefit opportunities from city investments.** This means that Council will engage, define and include community benefits, such as apprenticeships and skills programmes in regulated procurements which are proportionate to the type and term of contract. We need to challenge the city to work more collaboratively in maximising the community wealth building opportunities from investments made by the Council and other major public and private anchor institutions.
10. **Ensure flexibility and improved access to skills and retraining opportunities.** The Council will work in partnership to ensure that Universities and Colleges in the city can offer flexibility, and access for all residents. This would provide retraining and upskilling support for residents and workers of all ages and for those at different stages of their career to ensure they have the right opportunities.
11. **Support all individuals with barriers to employment through widening the provision of all employability support programmes under the Edinburgh Guarantee.**  
This means the Council will provide support to all people with barriers to employment. This will help provide greater support to young people, women returners and vulnerable individuals to enter and sustain work or learning. The service will identify the underlying causes of worklessness and increase the impact of local employability services, drawing on professional expertise to focus on areas of intense need.

### Questions for Consultation

- How can we promote fair work and living wage at a time when businesses are struggling?
- What more can we do as a city to create meaningful career progression opportunities in Edinburgh?

### Priority 3: Lead a just transition to a net zero economy

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A recovery that makes significant gains towards a net zero economy represents an opportunity for Edinburgh to establish a clear advantage over competitor cities and cementing the future of the key sectors in **green tourism; green finance** and **green festivals**. Many jobs will be created from emerging low carbon sectors over the next decade, not least from the £8.2bn of investment needed to drive our city's transition to net zero. The transition to a net zero economy can also be a key factor in attracting skilled workers, students, researchers, and new investors into the city.

Edinburgh is undergoing significant place development that will see the creation of one of the largest waterfront developments in Europe at Granton. This will increase the concentration of affordable and high-quality sustainable homes in the city. Other key developments supporting the shift to a lower carbon city include the Port of Leith moving to greener infrastructure, the City Trams extension to be completed by 2023, and further investment in new cycle pathways to support more sustainable, accessible and safe travel options for those moving around the city.

#### Actions

12. **Agree and deliver an Edinburgh 2030 Climate Strategy.** This will include a set of deliverable actions to help the city achieve its target of being net zero by 2030.
13. **Connect net zero investment to opportunity.** Develop a mechanism for connecting those looking to invest in a net zero city with the businesses and organisations looking to drive change that supports speed and scale of net zero action.
14. **Encourage take up for the Edinburgh Climate Compact.** Support and encourage city businesses to sign up to the Edinburgh Climate Compact and commit to reduce their emissions.
15. **Embed net zero into the city's business support offering.** This means the Council embedding net zero, just transition, and circular economy

principles into **Business Gateway** support programmes for new and existing Edinburgh businesses. It also mentions through a **business mentoring support programme** to help employers take practical steps to realign their operations towards becoming net zero.

16. **Explore a green innovation challenge finance scheme.** This will include investigating the feasibility of new net zero economy funds and an improved understanding of what funding exists already and identifying any gaps. This will be aimed at stimulating new more sustainable markets and incentivising Edinburgh businesses to adopt more sustainable ways of working.
17. **Deliver Net Zero Procurement by 2030.** This means aiming to secure commitment from public sector partners across Edinburgh to use procurement spending powers in support the transition to net zero and promote a circular economy. It also means aiming to ensure that, where possible and appropriate, all public sector all investment and purchase decisions are net zero by 2030.
18. **Promote Edinburgh's circular economy.** Increase participation in the Circular Edinburgh programme which supports businesses to reduce, re-use and recycle as part of embedding circular economy principles.
19. **Net zero skills and workforce development.** Scope skill needs and align workforce development programmes to meet the needs of net zero businesses, and to promote accessibility of good career opportunities.

#### Questions for Consultation

- How can we encourage business of all sizes to commit to schemes like the Edinburgh Climate Compact?
- What support or incentives are needed to help businesses adapt to circular economy and climate ready business practices?
- What do we need to do to help businesses have the confidence they need to invest in net zero opportunities?

## Priority 4: Create vibrant places for business and people

As a growing city Edinburgh should continue to be a welcoming place ensuring that everyone who live, work, study and visits here can participate in all the city has to offer.

The period of pandemic lockdown has accelerated a number of long-term changing trends in the way people live, shop, and work in cities like Edinburgh. Even in reopening, many businesses may choose to continue to operate remote working practices for at least some of the time, resulting in uncertainty over office related footfall in the city centre. Alongside increased online retail and an increase in 'shop local' patterns, these trends mean that Edinburgh's city and town centre cities must look to how they remain attractive destinations for shoppers, visitors, and businesses.

To respond to these challenges, the city's recovery needs a strong plan to support businesses in core areas like the city centre; it needs continued investment in key strategic development sites across the city; and it needs fundamental changes to reflect new ways of living and working in the city and its communities.

### Actions

- 20. Work with partners to develop a City Centre Recovery Plan.** Recovery for the city centre is crucial to economic recovery of the city as a whole. A draft City Centre Action Plan will be consulted on in the Summer to Autumn period of 2021. This will be developed further with partners and aims to help drive city centre recovery through city branding and promotion and as well as actions to enable business recovery.
- 21. Transform Edinburgh's Waterfront into one of the city's landmarks, building new affordable and low carbon homes, and enhance the economic value of our Port infrastructure.** This includes preparing an outline business case and sustainable development blueprint to support the Granton Waterfront which will deliver 3,500 new net zero homes and provide 20,000 square metres of new commercial and cultural space.

This includes enhancing Port of Leith's position in the offshore renewables market by enabling further development and investment into the area.

- 22. Roll out our place-based development and investment programme.** This will bring together existing workstream and programme to coordinate activity, identify priority areas for investment and capitalise on synergies. This will include projects such as Fountainbridge, Meadowbank, Powderhall, Edinburgh Bioquarter and West Edinburgh. This will also include completing the Trams to Newhaven project in 2023. These place-based investments will create apprenticeships and jobs, highlight new ways in which we deliver investment through partnership, and transform local centres through regeneration and community benefits.
- 23. Deliver high quality, sustainable, mixed used housing developments under the 20-minute neighbourhood principle.** This means the Council planning services, working with and developers, will ensure that 20-minute Neighbourhood principle is incorporated into planning decisions. This will also enhance good, low carbon employment and business space opportunities in the city. This will also ensure access to open space, such as parks, and in doing so reduce the need for car travel and support thriving local high street across Edinburgh.
- 24. Facilitate the sustained investment in digital infrastructure to support the cities data and digital economy.** This will enable Edinburgh as an already high-tech city to further capitalise on the developments made during the Covid and lockdown and to extend the City's global reach, influence and impact.

### Questions for Consultation

- How will experience of recovery from pandemic change people's working patterns across the city region?
- What impacts will these changes have for city businesses?
- How do we build real 20-minute neighbourhoods that create opportunities for businesses and people?

## Priority 5: Maintain Edinburgh's place as a global city

2020 brought unprecedented challenges for Edinburgh's globally recognised business and leisure tourism and culture sectors. Visitor numbers reached an all-time low and the disruption to the city's festival and event schedule had a significant impact on city businesses. These impacts continue into 2021, with significant long-term concerns over tourism and international travel.

In response to the managing the uncertainty of the global pandemic and the implications of new trade regulations with other countries much effort is needed to support businesses who depend on the visitors and those businesses wanting to trade and export.

Edinburgh will need to maintain its fundamental strengths in order to remain a resilient, adaptable city capable of responding to the challenges and opportunities emerging from a post COVID-19 and post-Brexit economy. The city will continue as an outward looking international city with a resilient and diverse economy, a city needs to be open to attracting new talent and maintaining and building international connections.

### Actions

- 25. Support partners in revising the Edinburgh Tourism Action Plan as part of the city's recovery.** Edinburgh has an opportunity to be a global leader in green tourism (leisure and business) and green festivals to establish a clear advantage over competitor cities.
- 26. Continue to support the city's world class arts and cultural sector.** The Council will work with partners to support the event planning process, ensuring responsive delivery of funding awards, where possible. The Council will also investigate the introduction of apprenticeship models for arts, festivals and culture and will work with Universities to map cultural assets in the city.
- 27. Promote key sites in the city to increase inward investment.** The Council will seek help attract new inward investment, fuel new businesses, and create new jobs in the city through promotion of key sites. Working with

partners the Council will develop an investment prospectus as part of the or a development investment programme.

- 28. Use business support services and networks to help Edinburgh businesses to trade internationally.** Through city partners this will ensure that Edinburgh businesses are able to thrive and take advantage of international co-operation, trade and investment opportunities.
- 29. Maximise structural capital funding opportunities for capital investment projects in the city.** The Council will seek to utilise the availability and access of new structural funding opportunities such as through the UK Government's Levelling-Up Fund, and Shared Prosperity Fund to continue to grow and redevelop the city sustainability.
- 30. Promote Edinburgh as a destination for international talent, students, and skilled workers.** The Council will publish its international strategy in 2021 that will set out to support trade, investment, research, innovation, the visitor economy, and the global sharing of ideas on arts and culture. This includes commitment to ensure that Edinburgh continues to be recognised as a global meeting place for ideas, culture, and innovation, with world class educational, arts and heritage sectors.
- 31. Explore investment options on what the income from a Transient Visit Levy could support in Edinburgh.** Government paused new legislation on granting Council's in Scotland the discretionary power to introduce a transient visitor levy. Revenue from such a scheme could be important for supporting the long-term sustainability of Edinburgh as a destination to visit. Any decision to introduce a TVL in Edinburgh will be subject to further engagement and local political agreement.

### Questions for Consultation

- How big a challenge do employers face in attracting skilled workers from overseas post pandemic/Brexit?
- How can we best support tourism and hospitality sectors to recover and create jobs and career opportunities that benefit the whole city?
- What do we need to do to support businesses to thrive in international trade markets post Brexit?

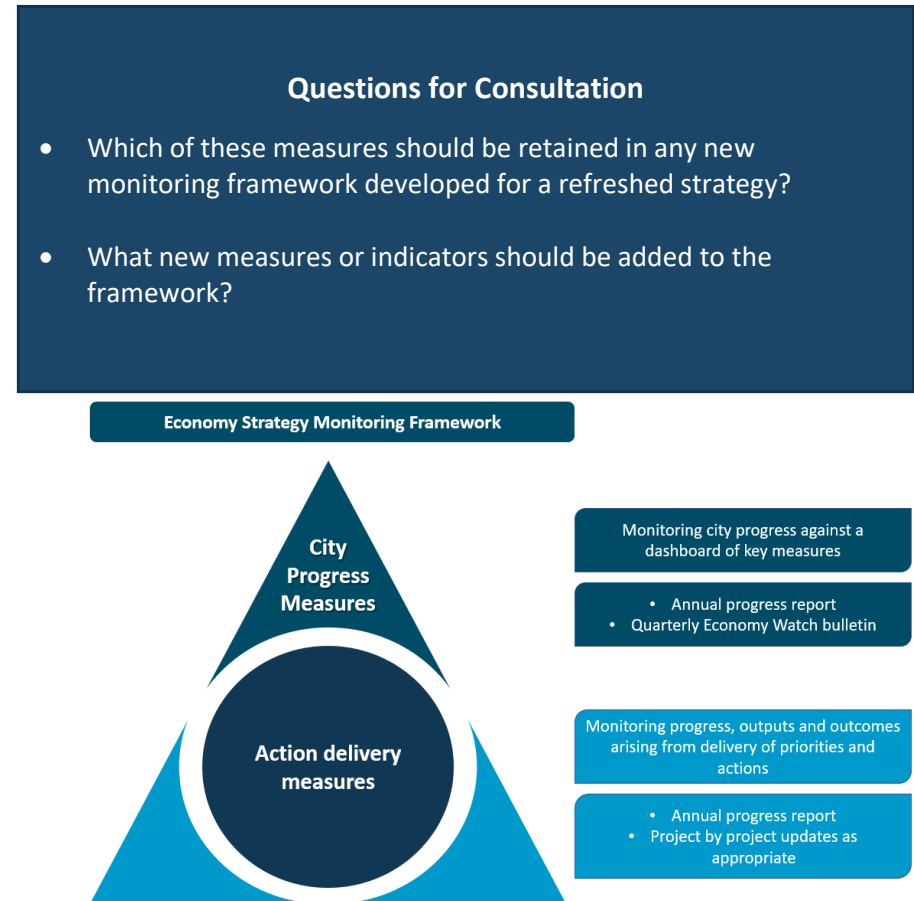
## 4. Measuring Progress

In order to monitor progress on delivery of the strategy, a two-phase approach will be developed through consultation and engagement with stakeholders over the coming three months. This approach will provide a framework for publication of single annual report to City of Edinburgh Council showing:

- **Progress of the city against a toolkit of key indicators** chosen to track progress towards the aims of the final strategy. Consultation on this toolkit will involve development and improvement of the ‘good growth framework’ developed for the 2018 Edinburgh Economy Strategy, and
- **Progress towards delivery of specific actions outlined in the final strategy, including analysis of outputs and outcomes arising.** Measures, KPIs, and targets used in this part of the framework will be aligned to and build on approaches used in the Council Annual Performance Framework, incorporating key measures such as outputs and outcomes from employability programmes, from business support programmes, delivery against project milestones and others.

This annual progress report will be supported by reports and updates to committee and partners on a project by project basis where appropriate, and by a quarterly Economy Watch bulletin, providing updates on key statistics relating to the city’s economic performance.

The development of this approach will be built on good practice examples from other strategies and research, and on engagement with partners such as Carnegie Trust on incorporating economic wellbeing into the way city’s can measure progress and success.



<b>Examples of potential City Wide Progress Measures</b>	
The Good Growth Monitoring Framework developed for the 2018 Edinburgh Economy Strategy will be developed and refreshed as part of the consultations phase of this programme.	
<b>Productivity growth</b>	GVA per capita GVA per hour worked (index, 2016=100)
<b>Jobs growth</b>	% change in Employees in employment per annum
<b>Earnings growth</b>	Median gross weekly earnings
<b>New business births</b>	New business births per 10,000 residents
<b>Social Enterprise growth</b>	Number of social enterprises per 10k population
<b>Child poverty</b>	% of children living in a low-income household Gap - highest to lowest ward (percentage points)
<b>Claimant Rate</b>	Claimant count rate
<b>Financial wellbeing</b>	% of residents who say their financial position has improved in the past 12 months Gap - highest to lowest ward (percentage points)
<b>Low pay</b>	% of workers who earn below the LWF hourly rate
<b>Unemployment rate</b>	Unemployed residents as a % of economically active population aged 16-64 Unemployment gender gap - pc points (male - female)
<b>Employment rate</b>	Employed residents as a % of all residents aged 16-64 Employment rate - gender gap Ethnic minority employment rate
<b>Labour market participation</b>	Economically active residents as % of all residents aged 16-64 Participation rate - gender gap
<b>Worklessness</b>	% of households with no adult in employment
<b>Job security</b>	% of residents who feel confident about their job prospects Gap - highest to lowest ward (percentage points)
<b>High skilled workers</b>	% of workers in managerial, professional and technical/scientific occupations SOC 1-3
<b>Job market polarisation</b>	Ratio of workers in high skilled occupations to workers in mid skilled occupations
<b>School attainment &amp; positive school leaver destinations</b>	% of all leavers achieving 5 or more awards at SCQF Level 6 or higher Attainment gap, SIMD 5 to SIMD 1, leavers achieving 5 or more awards at level 6 or higher % of all school leavers in positive initial destination

<b>Examples of potential action delivery measures</b>	
Outputs and outcomes from key actions For development as part of the consultation phase of this programme	
<b>Businesses supported</b>	No. businesses supported to access UK/SG business support funds No. businesses supported to start or grow by Edinburgh Business Gateway
<b>Fair work and low pay</b>	No. businesses supported towards living wage or fair work accreditations No. council suppliers who are living wage accredited employers
<b>Access to opportunity for work and progression</b>	Value and type of community benefits secured from Council investments No. and outcomes for people supported by Council funded employability programmes No. people supported and employers engaged with through Edinburgh Guarantee
<b>Net zero economy</b>	No. businesses signed up to Edinburgh Climate Compact No. businesses supported to net zero actions through Edinburgh Business Gateway No. businesses participating in business mentoring schemes Launch and take up of Green innovation challenge finance scheme No. businesses participating in Circular Edinburgh programmes
<b>Placemaking, development and regeneration</b>	Delivery of key milestones and projects for placemaking initiatives Delivery of development and investment on key strategic sites Value of funding secured and development supported by UK Shared Prosperity and related funds



# Draft City Centre Recovery Action Plan

June 2021

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## Executive Summary

The report provides a proposed framework of immediate and medium-term actions needed for the economic recovery of Edinburgh's city centre.

### Edinburgh's city centre and the economic effects of pandemic

Edinburgh's city centre is one of the UK's most vibrant retail, tourism, business tourism, and hospitality destinations. More than a third of all Edinburgh jobs are located in the centre of the city, including more than half of jobs in key sectors such as retail, hospitality, finance and business services, and the area is the core of activity for many of the city's highest profile festival and cultural events.

With such a profile, the economic effects of a pandemic that shutdown retail and hospitality activity, stopped visitor flows, and forced offices to remote working models, have been starker and more visible in the city centre than in any other part of Edinburgh. These impacts have also been seen to accelerate and interact with many long-term challenges facing city centres across the UK – changing retail and working patterns and balancing commercial and residents needs in a vibrant city centre.

Data show that spending in the city centre as at early spring 2021 was only 12% of the level recorded pre-pandemic, while the number of people working in the city centre was only 7% of the pre-pandemic baseline. Taken together, the impact of lost sales, lower footfall, and a drop-in visitor numbers indicate significant challenges for businesses in the area. Consultation evidence gathered to date points to many businesses facing rising risk of insolvency and taking on additional debt to survive.

### Actions to drive up footfall, and build a basis for recovery

To address the challenges the city centre faces and build on the opportunities offered by the strong pipeline of investment coming to the area over the next two years, this paper presents a proposed action plan to

guide the work of the Council and its partners. The action plan proposes two core priorities, alongside 24 individual actions and commitments for delivery.

### City Centre Recovery Action Plan

Support the city centre to adapt and thrive

- The right support for all businesses
- Targeted and sector specific initiatives

Build momentum for long term recovery

- Marketing and promotional campaigns
- Enhancing and repurposing the city centre

To ensure a strong recovery for Edinburgh's city centre economy, the Council and partners should aim to:

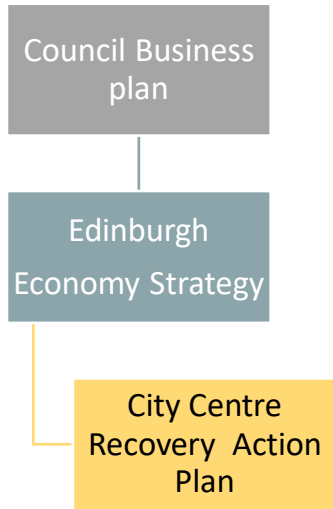
- **Support city centre to adapt and thrive.** Action is needed to provide high impact support to businesses of all sectors, as well as tailored, targeted support to businesses in areas or in sectors under specific pressure. Such support is critical to ensuring that Edinburgh can continue to have a vibrant city centre that creates jobs for citizens, and great experiences for visitors.
- **Build momentum for long term recovery.** The success of Edinburgh city centre's long-term recovery rests on the ability and speed at which the city can drive growth in footfall in the short to medium term. Further action is also needed to enhance and repurpose the city centre to make sure it meets the post-pandemic needs of residents, businesses, and visitors.

### Next steps

Further consultation and development of this plan will be undertaken alongside the programme of work for the refresh of the city-wide Edinburgh Economy Strategy. Such activity will take place during June to September 2021, with publication of a final City Centre Recovery Plan in November 2021.

# 1. Introduction

This report provides a draft action plan to support Edinburgh’s city centre economy to make a strong recovery from the impacts felt as a result of the Covid-19 pandemic.



The plan has been developed as an accompaniment to the refresh of the city-wide **Edinburgh Economy Strategy**, focusing here on specific actions needed to revive the economy of the city’s historic centre.

In doing so, the plan forms part of a golden thread of actions taking forward delivery of the City of Edinburgh Council Business Plan, and the commitments it makes to ensure that *“Edinburgh’s economy recovers from recession and supports businesses to thrive”*.

More broadly, the actions included in this plan aim to support delivery of the Council’s long-term priorities to **end poverty, become a net zero city, and ensure wellbeing and equalities are enhanced for all.**



# The process and timeline

This draft action plan has been developed in consultation with city partners, including discussion and workshops with the Council’s Economic Advisory Panel, and 1 to 1 interviews with Advisory Panel Members and other city stakeholders.

Further consultation and development of this plan will be undertaken alongside the programme of work developed for the refresh of the city-wide Edinburgh Economy Strategy. Such activity will take place during June to September 2021, with publication of a final City Centre Recovery Plan in November 2021.

Actions planned during this next consultation phase include:

- A survey of city centre businesses about their future plans and expectations for office utilisation and home or remote working plans
- Workshops with city centre business on key aspects of the draft plan presented here,
- Participation Scottish Cities Alliance workshops to inform Scottish Government support for city centre recovery, and
- Online consultation open to all citizens, community groups, businesses and other stakeholders through the Edinburgh Consultation Hub.



## 2. The need for a new approach

The Edinburgh Economy Strategy Development Report sets out the challenges facing the city as a whole as a result of the pandemic and its economic effects.

In that analysis the paper notes that businesses in Edinburgh's city centre have felt very specific challenges from falling turnover and changes to tourism, including business tourism, shopping, leisure, and working patterns. The paper, and the strategic framework it proposes, also highlights the importance of the city centre to Edinburgh's long-term economic success – as a magnet for visitors, cultural activity, investment, and innovation.

A strong recovery for Edinburgh's economy as a whole, requires a strong and vibrant city centre.

### Edinburgh City Centre – headline statistics



### Edinburgh City Centre and the economic impacts of pandemic

Edinburgh's city centre is one of the UK's most vibrant retail, tourism, and hospitality destinations. More than a third of all Edinburgh jobs are located in the centre of the city, including more than half of jobs in key sectors such as retail, hospitality, finance and business services, and the area is the core of activity for many of the city's highest profile festival and cultural events.

With such a profile, the economic effects of a pandemic that shutdown retail and hospitality activity, stopped visitor flows, and forced offices to remote working models, have been starker and more visible in the city centre than in any other part of Edinburgh.

Even as at spring 2021, data provided by the Centre for Cities' [high streets recovery tracker](#) suggested that in the period just prior to the May 2021 move to Level 2 Covid restrictions for most of Scotland:

- Edinburgh city centre sales levels had fallen to 12% of pre-pandemic averages
- The number of people working in the city centre was only 7% of the pre-pandemic baseline
- Weekend city centre visitor numbers were down to 20% of the pre-pandemic baseline, and
- Night time visitors were estimated at 8% of pre-pandemic levels

The evidence of this downturn in activity is further demonstrated by data showing that:

- Hotel occupancy rates in the city were down by over 80% over much of 2020, and
- Edinburgh city centre visitor attraction numbers down by almost 90% during normal peak summer and autumn months compared to 2019.

Taken together, the impact of lost sales, lower footfall, and a drop-in visitor numbers indicate significant challenges for businesses in the area. Consultation evidence gathered to date points to many businesses in Edinburgh's city centre facing rising risk of insolvency and taking on additional debt to survive.

In the face of these challenges, action is needed now to ensure that businesses in the city centre can continue to survive, and build momentum towards a post-pandemic recovery

### Longer term challenges

Alongside the impacts of pandemic, the city centre is also facing long term challenges, many of which may have been accelerated or made more visible by the experience of the past year.

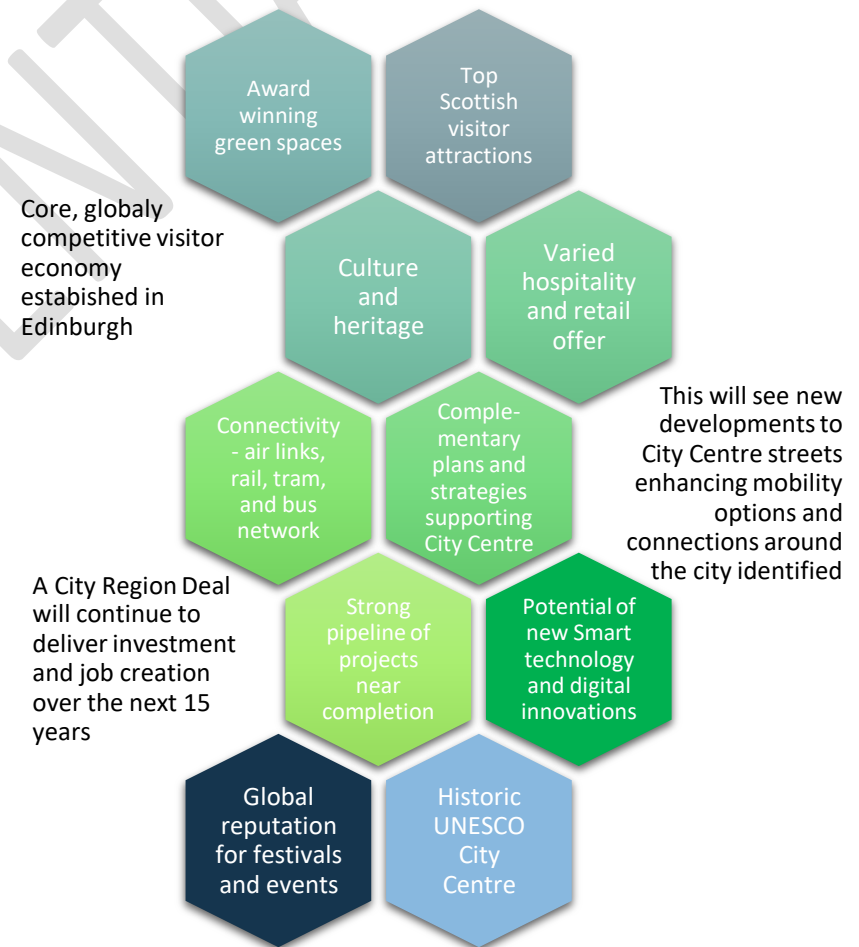
Key challenges for Edinburgh, and all town centre across the UK, include:

- **Responding to the growth of online retail.** The growth of online sales and the pandemic have accelerated the closure of many premises in the city centres around the UK. In Edinburgh many recognisable and historic brands have left the high street over the last 1-2 years. A strong city centre economy needs to make sure that Edinburgh's retains a world class retail experience for city residents and visitors.
- **Increased remote working and a changing economic geography.** The longer-term impact of the pandemic on the working patterns of large and medium sized employers in the city centre is not yet fully understood. Office workers in the city centre play a key part in supporting the local economy and changes in the number of people travelling to the area for work could have significant impacts for a wide range of city centre businesses.
- **Balancing commercial and residents needs in a vibrant city centre.** A strong city centre economy needs to be a place that is great to live in, as well as a great place to work and visit. Long term challenges for Edinburgh have included balancing the demands placed on the area by investors, and visitors, along with the needs of city centre residents. With shifting patterns of activity occurring as a result of the pandemic, getting this balance right remains a critical part of the city centre's economic recovery.

### Strengths to build on

Despite the challenges Edinburgh's city centre remains well placed to make a successful recovery from pandemic and recession. The core strengths which have helped the city recover from previous recessions remain in place. Over the next few years, the success of the city's recovery will rest on its ability to build on and maintain key strengths.

#### Edinburgh City Centre – key strengths to build recovery on



## Investment as a catalyst for recovery

At the same time, in 2021 Edinburgh City Centre will be the focus of some of the largest and most significant retail, commercial, and tourism developments seen in any UK city centre. Such investments can provide a catalyst for recovery of the area, creating new job opportunities and building momentum needed to drive up footfall and turnover to the benefit of all businesses in the city centre.

The pipeline of projects planned for delivery in Edinburgh City Centre during 2021 to 2023 include:

- The **St James Quarter** is a £1bn development replacing the 1960s St James Centre and New St Andrews House office block at the east end of Princes Street. The complex will have space for 80 shops and 30 restaurants, along with an Everyman cinema and 152 residential apartments. Opening of the complex starts in early summer 2021.
  - A new **visitor attraction and entertainment venue** is being built into the former House of Fraser building at the west end of Princes Street. Due to open in July 2021. The former B-listed department store is part of **Diageo's £150m investment Johnnie Walker brand**
  - **National Galleries of Scotland** refurbishment is a £22m project to redesign the entrance and gallery and re-landscape **East Princes Street Gardens** is due for completion in 2022.
  - A £40 million repair of **North Bridge** originally build in 1897 that connects the two World Heritage sites of Edinburgh is to be completed in 2022.
  - A redesign of the major junction at **Picardy Place**, this will include a tram stop, bus interchange and is situated next to the new St James Quarter and at the top of Leith Walk.
  - In **Edinburgh's Haymarket** work delivering a £350m development will continue to transform a brownfield site in the West of the city. It will include a hotel will be operated by the Edinburgh International Conference Centre (EICC) expected to open in 2023. The site will also have three office blocks and shops.
- Construction will continue delivering a new £200 million expansion of the **Edinburgh tram network** from the city centre to Newhaven and will open in 2023.

### 3. Actions for city centre recovery

To address the challenges the city centre faces, and build on the strengths and opportunities highlighted above, this draft action plan provides an outline of actions needed to support the recovery of Edinburgh's city centre economy.

In line with the framework for consultation developed for the over-arching Edinburgh Economy Strategy refresh, these actions aim to focus the use of the key strategic levers for change available to the Council and its partners.

- **Strategic Collaborations** - To maximise impacts the city needs to make best use of opportunities for collaboration and joint working between public sector agencies, businesses and other stakeholders. The Council has a key through its networks and relationships promote and take advantage of opportunities to implement real change.
- **Delivering infrastructure and services.** The Council has the ability to invest and lever investment into key infrastructure in the city centre, including housing, transport, and the built environment. In terms of delivering services the Council also delivers key services that support the city centre economy including business support education and skills, planning and regulation.
- **Making strategic investments.** The Council can use its leverage and influence to ensure that strategic investments create opportunities for local businesses and areas, promote net zero and fair work objectives and utilise community benefits clauses.
- **Influence for change.** The City Council and other partners also have significant lobbying power as the capital city of Edinburgh to work with Scottish Government on influence policy. This can include increasing the 'sell' of the city across various networks nationally and internationally and promoting the interests of Edinburgh's economy in key areas. It can also include lobbying for additional powers we need as a city to meet the priorities of our citizens and businesses.

In building on these levers, this draft action plan proposes two core priorities for the Council and its partners over the next few years, and 25 individual actions and commitments for delivery.

Support the city centre to adapt and thrive

- The right support for all businesses
- Targeted and sector specific initiatives

Build momentum for long term recovery

- Marketing and promotional campaigns
- Enhancing and repurposing the city centre

To ensure a strong recovery for Edinburgh's city centre economy, the Council and partners should aim to:

- **Support the city centre to adapt and thrive.** The economic impacts of pandemic are continuing to put pressure on the ability of businesses to survive in Edinburgh's city centre. Action is needed to provide high impact support to businesses of all sectors, as well as tailored, targeted support to businesses in areas or in sectors under specific pressure. Such support is critical to ensuring that Edinburgh can continue to have a vibrant city centre that creates jobs for citizens, and great experiences for visitors.
- **Build momentum for long term recovery.** The success of Edinburgh city centre's long-term recovery rests on the ability and speed at which the city can drive growth in footfall in the short to medium term. This means strong programmes of promotion and marketing the city centre, as well as taking the steps needed to help people safely return to work in the area. Further action is also needed to enhance and repurpose the city centre to make sure it meets the post-pandemic needs of residents, businesses, and visitors.

## Actions for City Centre Recovery

Support the city centre to adapt and thrive	<b>Support for all businesses</b>	
	1. Support and promote continued access to UKG/SG business support schemes	In place & ongoing
	2. Ensure Business Gateway and local business support services meet the needs of city centre businesses	2021-2023
	3. Ensure licensing, regulation and planning decisions are innovative and creates spaces for all city centre businesses to thrive	2021 onwards
	4. Increase city centre based apprenticeships using existing partnerships and delivery models	2021-2023
	5. Encourage independent businesses to occupy or share joint occupancy of vacant units in the city centre	2021-2023
	6. Encourage more city centre businesses to sign up to the Edinburgh Climate Compact	2021 onwards
	7. Encourage more city centre businesses to support fair work and commit to living wage accreditation	2021 onwards
	<b>Targeted support and sector specific initiatives</b>	
	8. Deliver 'shop local' campaigns/festivals for city centre retailers, with incentives to encourage residents to participate	2021 onwards
	9. Provide targeted support for less visible city centre areas including Rose Street and Victoria Street.	2021 onwards
Build momentum for long term recovery	10. Work with businesses from key sectors to better understand specific actions that we can implement to support them	2021-2023
	11. Support appropriate use of outdoor space for hospitality and other businesses to operate safely outside	2021-2023
	<b>Marketing and promotional campaigns to drive up footfall</b>	
	12. Support delivery of the Forever Edinburgh campaign	In place & ongoing
	13. Work with partners in delivering the Edinburgh Tourism Strategy as part of the city's recovery	2021 onwards
	14. Promote of safety protocols to get office workers back into the city centre	2021 onwards
	15. Repurpose current empty units for short term uses including animation/city dressing to welcome residents back	2021-2023
	16. Subscribe to a city centre digital model tool to improve planning and promotion developments	2021-2023
	<b>Enhance and repurpose the city centre to drive recovery</b>	
	17. Deliver the City Centre Transformation Programme towards the recovery and adaptation of the city centre	2021-2023
	18. Commission research to understand post-pandemic issues in real estate, land use, retail, tourism, festival and heritage	2021-2023
	19. Work with partners to complete the Waverley station masterplan and move to phased delivery.	2021-2023
	20. Complete the George Street improvement scheme, the city centre west to east cycle link, and others that improve inclusivity, accessibility and connectivity.	2021-2023
21. Create new, high quality urban environments on a permanent basis	2021-2023	
22. Finalise the Waverley Valley Masterplan, and a revised design for Princes Street	2021-2023	
23. Support the residential environment in the city centre through use of available powers to control short term lets markets	2021-2023	
24. Establish a Smart city centre operation centre in Edinburgh to better manage assets, resources and services efficiently, and use data to better improve the operations across the city and city centre	2021-2023	



# Policy and Sustainability Committee

10.00am, Tuesday, 1 June 2021

## Petition for Consideration: Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh

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

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- 1.1 To consider the terms of the petition 'Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh' as set out in Appendix one.

**Andrew Kerr**

Chief Executive

Contact: Samuel Ho, Area Support Team Administrator

E-mail: [samuel.ho@edinburgh.gov.uk](mailto:samuel.ho@edinburgh.gov.uk) | Tel: 0131 529 4210

## Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh

### 2. Executive Summary

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- 2.1 The Policy and Sustainability Committee is asked to consider a petition at this meeting. The petition asks the Council to:
- increase the number of refugee places pledged from 500 to 750 over the next five years
  - ensure a sustainable resettlement process by working with organisational partners and private individuals
  - engage with the Home Office on a number of refugee policy issues
  - encourage neighbouring Councils to adopt a similar stance.

### 3. Background

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- 3.1 The City of Edinburgh Council at its meeting on 22 June 2017 agreed the Petitions Committee be discontinued and that petitions would be sent to the responsible executive committees or in future locality committees for consideration.
- 3.2 A valid petition entitled 'Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh' has been received. The petition received 372 signatures.
- 3.3 At the meeting, the committee can:
- a) request a report on the issues raised by the petitioner and the committee;
  - b) agree that the issues raised do not merit further action and/or
  - c) agree to take any other appropriate action.

### 4. Main report

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- 4.1 Edinburgh's resettlement commitment was previously considered by Policy and Sustainability Committee on 25 February 2020. At that meeting, the current commitment of resettling 100 people per year (500 people over five years) was agreed as the level that was sustainable given existing pressures on the city's housing stock.

- 4.2 The Council can, at its own discretion, vary the number of resettlement places pledged at any time. The pressures previously cited remain and due to recent changes in legislation and practice are likely to increase further over the coming year. Any increase to the current resettlement commitment needs careful consideration within that context and further scoping work undertaken before officers can come to a view.
- 4.3 Members may also be aware of the recent announcement by the Home Office of a plan to resettle to the UK of approximately 3,000 Afghan locally employed staff and their families over the coming few months. Councils are urgently being asked to consider participation and officers are currently scoping the potential for Edinburgh's involvement.
- 4.4 Since November 2015, the Council has resettled four hundred and ninety people (one hundred and fifty-four households) under the UK's formal resettlement programmes. This is slightly below the original pledge figure of five hundred places which would have been achieved but for the global travel restrictions resulting from the COVID pandemic.
- 4.5 COVID restrictions have prevented any meaningful level of resettlement throughout 2020/21. Resettlement has now re-started and several cases previously accepted for resettlement under the Syrian Resettlement Programme (SRP) in Spring 2020 but prevented from travelling at that time are now being resettled under the successor UK Resettlement Programme (UKRS).
- 4.6 Resettlement in Edinburgh has benefitted from a wide range of formal and informal support from all sectors (public, private and third sector) as well as private individuals. Officers note that support with gratitude and acknowledge the significant contribution it has made to the sustainability of the resettlement process. This will continue to be an essential element of resettlement in the future.
- 4.7 Criteria for resettlement under the formal UK schemes is set by the Home Office and people who already travelled to Europe are specifically excluded. Their inclusion would require a change of policy by the Home Office and this is one of the topics on which the petition seeks the Council's engagement with the Home Office.
- 4.8 If members are minded to support the terms of the petition and encourage neighbouring authorities to do likewise it is recommended advocacy is considered through existing networks such as COSLA Leaders, COSLA Resettlement Lead Officers group and City Region networks.

## **5. Next Steps**

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- 5.1 The committee will determine next steps at this meeting.

## **6. Financial impact**

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- 6.1 Not applicable.

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

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- 7.1 There are no stakeholder/ community impacts arising from the consideration of the petition.

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

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- 8.1 Minute of the City of Edinburgh Council 22 June 2017.

## **9. Appendices**

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- 9.1 Appendix 1 – Petition - Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh

# Appendix 1 - Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh

Date made available for signatures	Date closed for signatures	Petitions Title and Petitions Statement	Wards affected
1 April 2021	24 May 2021	<p><b>Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh</b></p> <p>We, the undersigned, call upon the City of Edinburgh Council to prioritise the moral and ethical obligation of Scotland and the United Kingdom (UK) to welcome and resettle refugees.</p> <p>We call on the City of Edinburgh Council to:</p> <ol style="list-style-type: none"> <li>1. Pledge to resettle a minimum of 750 refugees in Edinburgh between 2021-2026, as part of the new UK Resettlement Scheme, an increase of 250 people from the Council's 2015-2020 pledge.</li> <li>2. Commit to working with local agencies, residents, landlords and charities to resolve any barriers to resettlement and ensure a sustainable resettlement process.</li> <li>3. Write to the UK Government, specifically the Home Office and Chris Philp, Minister for Immigration Compliance to:               <ol style="list-style-type: none"> <li>a. Communicate willingness to welcome and support more refugees in Edinburgh.</li> <li>b. Acknowledge desperate and urgent conditions in camps on the Aegean Islands and call for those asylum seekers living in abhorrent conditions to be included in the new UK Resettlement Scheme.</li> <li>c. Advocate for a humane migration policy in the UK, which should include the decongestion of the camps in the Aegean Islands. This is supported by UK Must Act and Europe Must Act.</li> <li>d. Advocate for a humane migration policy in Europe more widely, regardless of Brexit. We cannot ignore our connection to, and complicity in, migration policies in Europe upon refugees and asylum seekers.</li> </ol> </li> </ol>	All

		4. Invite surrounding council areas to uptake similar goals to resettle additional refugees within their local authority areas and collaborate with the City of Edinburgh Council to ensure the refugees are adequately and ethically supported during the resettlement process.	
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# Policy and Sustainability Committee

10:00am, Thursday, 10 June 2021

## Council Fire Safety Policy 2021-24

Executive/routine	Routine
Wards	
Council Commitments	

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee approves the Council Fire Safety Policy 2021-24.

**Stephen S. Moir**  
Executive Director of Resources

Contact: Robert H. Allan, Interim Health and Safety Senior Manager  
Legal and Risk Division, Resources Directorate  
E-mail: [robert.allan@edinburgh.gov.uk](mailto:robert.allan@edinburgh.gov.uk) | Tel: 07784360862

## Council Fire Safety Policy 2021-24

### 2. Executive summary

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- 2.1 This revised policy reconfirms the position of The City of Edinburgh Council with regards regulatory compliance with Scottish fire law and guidance. It also incorporates the Scottish Government response to the Grenfell Tower Inquiry Phase 1 recommendations, bringing in domestic property directly within the scope of the Council's Fire Safety Policy.

### 3. Background

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#### 3.1 Non-domestic Property

In 2005 the regulatory arrangements for fire safety in Scotland changed by the enactment of the Fire (Scotland) Act 2005 by the Scottish Government. The main purpose of this Act was to deliver a modernised fire and rescue service that can respond to the particular demands of the 21<sup>st</sup> century and contribute to building a safer Scotland.

- 3.2 Fire safety duties for the majority of **non-domestic** premises in Scotland are set out in part three of Fire Scotland (2005) Act and supplementary Fire Safety (Scotland) Regulations 2006.

Non-domestic premises are defined as:

- all workplaces and commercial premises;
- all premises the public have access to; and/or
- all types of houses in multiple occupation.

- 3.3 The regulations set out how fire safety should be managed by employers (duty holders). Essentially, by conducting suitable and sufficient fire risk assessments, underpinned by sector specific guides, employers would ensure that the buildings in which they reside, and the activities therein, were compliant with the relevant fire guidance. The Scottish Fire and Rescue Service became the enforcing authority for these regulations and have supported businesses positively to manage the risk from fire.

#### 3.4 Domestic Property

On 14 June 2017 a fire broke out at Grenfell Tower, a 24-storey residential housing block in North Kensington, London tragically resulting in the deaths of 72 people. Prime Minister Theresa May immediately announced that there would be a formal Inquiry into the tragedy. The Inquiry, Chaired by Sir Martin Moore-Bick, opened on



14 September 2017 and has two distinct phases; Phase 1 focused on the factual narrative of the event - completed 30 October 2019, with Phase 2 of the Inquiry (currently underway) examining the causes of the events of the fire, including how Grenfell Tower came to be in a condition which allowed the significant fire spread and the subsequent loss of life.

- 3.5 The Scottish Government produced a response to the 46 recommendations from the Phase 1 report and acknowledged that, whilst Scotland has its own fire safety, building standards and housing legislation, there is also much similarity in principles and general approach to fire safety.
- 3.6 Two significant domestic fire guides were introduced by the Scottish Government to supplement existing fire legislation and Housing Acts to further promote fire safety in the community.
- 3.7 This newly designed Council Fire Safety Policy incorporates these new fire safety standards necessary to achieve as a landlord / owners / manager of domestic (residential) property of all types, but in particular high rise<sup>1</sup> and existing specialised housing and similar premises<sup>2</sup>.

## 4. Main report

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- 4.1 This City of Edinburgh Council Fire Safety Policy replaces the existing Fire Policy giving greater support to designated 'duty holders' in terms of specialist fire safety advice and guidance. The policy also extends domestic landlord fire safety responsibilities reflecting current fire legislation, Housing (Scotland) Acts and recently published domestic fire safety guides from the Scottish Government.

## 5. Next Steps

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- 5.1 This revised policy will be brought to the attention of all employees along with additional support information for duty holders.

## 6. Financial Impact

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- 6.1 There will be additional cost to provide suitable and sufficient fire risk assessments in both the domestic and non-domestic building portfolios and the provision of additional competent fire advisers to ensure regulatory compliance in accordance with Scottish fire law and the City of Edinburgh Council Internal Audit recommendations for Fire<sup>3</sup>.
- 6.2 Work will be undertaken within Directorates to ensure that such costs are maintained within existing budgets wherever possible, whilst ensuring compliance with the relevant requirements designed to achieve the protection of safety.

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<sup>1</sup> Practical fire safety - existing high rise domestic buildings: guidance - updated March 2021 [Link]

<sup>2</sup> Practical fire safety for existing specialised housing and similar premises [Link]

<sup>3</sup> The City of Edinburgh Council, Internal Audit, 'Life Safety' CW1910 (14.10.2020)

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

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- 7.1 By adopting this policy, the Council will be ensuring both employees and services users who resort to our buildings are safe, so far as is reasonably practicable, from the risk of harm from fire.
- 7.2 Consultation and engagement has taken place with recognised Trade Unions and relevant changes made.
- 7.3 Consultation and engagement has taken place with Directorates and Divisions and associated management teams, and relevant changes made.
- 7.4 There are no negative equality or sustainability issues arising from this Policy.

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

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- 8.1 The Fire (Scotland) Act 2005 [\[Link\]](#).
- 8.2 The Fire Safety (Scotland) Regulations 2006 [\[Link\]](#).
- 8.3 The Dangerous Substances and Explosive Atmospheres Regulations 2002 [\[Link\]](#)
- 8.4 Civic Government (Scotland) Act 1982 [\[Link\]](#)
- 8.5 Housing (Scotland) Acts [\[Link\]](#)
- 8.6 Grenfell Inquiry, phase 1 recommendations: Scottish Government Response (29<sup>th</sup> October 2020) [\[Link\]](#).

## **9. Appendices**

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- 9.1 Appendix 1 - City of Edinburgh Council Fire Safety Policy 2021-24

# Council Fire Safety Policy

**Implementation date: 10 June 2021**

## Control schedule

<b>Approved by</b>	Policy and Sustainability Committee
<b>Approval date</b>	10 June 2021
<b>Senior Responsible Officer</b>	Dr Stephen S. Moir, Executive Director of Resources
<b>Author</b>	Robert H. Allan, Interim Health and Safety Senior Manager
<b>Scheduled for review</b>	10 June 2024

## Version control

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Comment</b>
<b>0.1</b>	28 Mar 2017	Susan Tannahill	The existing Corporate Fire Safety Policy will be superseded.
<b>0.2</b>	15 May 2018	Susan N. Tannahill	Amendment to Policy Statement in 1.1.
<b>0.3</b>	(see above) 2021	Robert H. Allan	The existing Council Fire Safety Policy will be superseded.

## Committee decisions affecting this policy

<b>Date</b>	<b>Committee</b>	<b>Link to report</b>	<b>Link to minute</b>
28 Mar 2017	Corporate Policy and Strategy Committee	<a href="#">Council Health and Safety Policy</a>	See link to report
15 May 2018	Corporate Policy and Strategy Committee	<a href="#">Council Health and Safety Policy</a>	See link to report
14 May 2019	Corporate Policy and Strategy Committee	<a href="#">Business Bulletin</a>	See link to report

# Council Fire Safety Policy

## 1.0 Introduction

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- 1.1 Fire is recognised as a major threat to the safety of employees, service users and the activities of the Council. An outbreak of even a small fire creates significant risk to life and property, damage to the environment and may compromise our community service activities.

The City of Edinburgh Council will ensure, so far as is reasonably practicable, that the risk associated with fire will be managed in compliance with:

- The Fire (Scotland) Act 2005;
- The Fire Safety (Scotland) Regulations 2006;
- The Dangerous Substances and Explosive Atmospheres Regulations 2002;
- The Civic Government (Scotland) Act 1982;
- The Housing (Scotland) Acts; and
- other relevant legislation and/or guidance.

## 2.0 Policy Aims

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- 2.1 The primary aim of this fire policy is to ensure the health, safety and wellbeing of employees and other persons from the risk of harm from fire. This aim will be met by the provision and implementation of a robust fire safety framework securing management and duty holder/employee control, fire risk assessment and audit/review, applying the appropriate fire safety measures and delivering appropriate training/instruction for persons within the relevant premises.

## 3.0 Scope

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- 3.1 This Fire Safety Policy is designed to protect the health, safety and welfare of all employees, service users and other relevant persons and is applicable to the management of fire safety where the council has direct responsibilities as owners, occupiers, or managers of both domestic and non-domestic premises, as appropriate. It is applicable across all sites and activities, *whether temporary or permanent*, and should be read in conjunction with the Council Health and Safety Policy and supporting Council fire safety guidance notes.

## 4.0 Roles and Responsibilities

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- 4.1 The Council shall organise its fire 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 fire safety risks.

#### 4.2 **The City of Edinburgh Council**

The Council and its elected members, as the governing body and employer, have the overall statutory responsibility for occupational health and safety, including fire safety within the Council. Members individually and collectively have a duty to consider fire safety in the course of approving strategy/policy and reviewing the Council's occupational health, safety and fire performance.

#### 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 fire safety policy and is supported in this by the Executive Directors who form the Council's Corporate Leadership Team (CLT), along with other relevant officers who attend that group.

Additionally, the Chief Executive and the CLT will:

- a) implement and endorse this policy as a visible demonstration of ownership and ensure its values are appropriately communicated throughout the organisation;
- 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 proper management of fire safety;
- d) ensure emergency procedures encompass all relevant fire safety related risks; and,
- e) review fire safety performance on an annual basis and share such results with relevant staff.

#### 4.4 **Premises/site Fire Safety Duty Holder**

The most senior manager/employee within the Service Area e.g. Head Teacher, Care Home Manager, Depot Manager, etc. (or by local agreement) shall be the designated '*Duty Holder*' within the definition of the above legislation. In Council operated multi-occupied premises/sites, in addition to their normal managerial responsibilities, the most senior manager with the largest number of staff on site (or selected by collective agreement) shall be nominated the duty holder responsible for the co-ordination and co-operation of fire safety responsibilities, as appropriate, of cross service area/third party boundaries in the premises or site.

The duty holder is responsible for local (day to day) fire safety arrangements within the relevant premises/site and shall be assisted, as appropriate, by competent persons to;

- a) undertake and review fire risk assessments;
- b) maintain inherent fire related systems, i.e., the testing and maintenance of fire alarm systems, portable fire extinguishers, fire doors etc. in accordance with the relevant British Standard of manufacturer's guidance;
- c) ensure suitable and sufficient emergency arrangements and actions in the event of fire or evacuation (including appointment of fire wardens, production of personal emergency evacuation plans for vulnerable colleagues or visitors, etc.);
- d) conduct quarterly workplace health and safety inspections (which include fire safety audit points);

- e) provide information, instruction and training, including fire safety training, periodical fire evacuations drills – minimum two per year (termly in schools), etc.;
- f) maintain fire safety records (a fire safety logbook shall be used for this purpose); and.
- g) report any fire safety adverse events, including false alarms, on the Council adverse event reporting system<sup>1</sup>.

#### 4.5 Head of Property and Facilities Management

In compliance with the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006 the Head of Property and Facilities Management shall support Council 'duty holders' of relevant buildings and sites (non-domestic) by;

- a) undertaking and providing competent fire risk assessments (including supporting reviews) of relevant buildings taking into account such measures as to;
  - reduce the risk of fire and its spread;
  - secure, at all material times, the means of escape from relevant premises can be safely and effectively used;
  - ensure there is adequate means of fighting fires;
  - detect fires and giving warning in the event of fire;
  - ensure procedures/arrangements for action to be taken in the event of fire are in place;
  - the appropriate instruction and training of employees and for mitigation of the effects of fire; and
  - such other measures in relation to relevant premises as may be prescribed;
- b) providing, maintaining and testing all active and passive fire safety measures within relevant buildings in accordance with the relevant British/European Standards or manufacturers instruction;
- c) ensuring full compliance with the Gas Safety (Installation and Use) (Amendment) Regulations 2018 for the installation, servicing, maintenance or repair of gas appliances and other gas fittings;
- d) ensuring full compliance with the Electricity at Work Regulations 1989 and the requirements for Electrical Installations, IET Wiring Regulations, Eighteenth Edition, BS 7671:2018;
- e) maintaining a central record of fire risk assessments (including reviews) and providing a copy to the duty holder to be held on site;
- f) conducting assessments (including DSEAR<sup>2</sup>) of premises or sites with hazardous substances or gases and undertaking the required measures / actions to ensure regulatory compliance, as appropriate.

The Head of Property and Facilities Management will secure competent staff (Fire Safety and Accessibility Advisers) to secure compliance with the above (see 4.10 below).

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<sup>1</sup> SHE Assure Health and Safety Adverse Event reporting system 2021

<sup>2</sup> The Dangerous Substances and Explosive Atmospheres Regulations 2002 (DSEAR) are concerned with preventing or limiting the harmful effects of fires, explosions and similar energy-releasing events and corrosion to metals.

## 4.6 Head of Place Development

The Head of Place Development is responsible for all Council operated and/or owned domestic and other specified residential property.

- a) The Scottish Building Regulations apply to new building work, such as the erection of a new block of flats, extension of an existing block, buildings being converted to flats or alterations to the building. They impose requirements in respect of various fire safety measures including means of escape, structural fire precautions, smoke control, automatic fire suppression and facilities for the fire and rescue service. Once in ownership/control of the Council the undernoted part b) will then apply.
- b) In existing domestic/other residential building types under the control of the Head of Place Development will ensure compliance with the;
  - the Fire Safety (Scotland) Regulations 2006 (where the Council is the duty holder - the common areas of high-rise domestic buildings, etc. and any facilities, equipment and devices provided for the use by or protection of firefighters, are maintained in an efficient state, efficient working order and in good repair);
  - the Housing (Scotland) Act 1987 (S86) (requiring that all dwellings, regardless of tenure, must have satisfactory provision for detecting fires and for giving warning in the event of fire or suspected fire);
  - the Housing (Scotland) Act 2006 (requiring inspection and testing of electrical installations in private rented housing);
  - other relevant legislation or local fire safety licensing requirements;
  - Gas Safety (Installation and Use) (Amendment) Regulations 2018 for the installation, servicing, maintenance or repair of gas appliances and other gas fittings; and
  - Electricity at Work Regulations 1989 and the requirements for Electrical Installations, IET Wiring Regulations, Eighteenth Edition, BS 7671:2018.
- c) Whilst not legally required, fire risk assessments and annual reviews will be undertaken in high rise buildings to determine if existing fire safety measures are adequate or if more requires to be done. Fire safety measures include not just physical measures, but also standards of management and person-centred<sup>3</sup>. Records of such assessments shall be held on site, where appropriate, and centrally stored.
- d) The Head of Place Development will make suitable arrangements to ensure appropriate liaison with the Scottish Fire and Rescue Service to visit high-rise domestic buildings for the purposes of obtaining information so that operational crews can become familiar with the features of the building, including access, availability of water for fire-fighting, and fire-fighting facilities such as firefighting lifts and rising fire mains. These visits are invaluable as pre-planning for an emergency.
- e) Staff who manage high-rise domestic buildings will undertake regular fire safety inspections to identify fire safety / maintenance issues and the presence of combustible substances/or materials (waste, furniture etc.) which might obstruct egress from and access to the property in the event of fire<sup>4</sup>.

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<sup>3</sup> Practical fire safety guidance for existing specialised housing and similar premises [\[Link\]](#)

<sup>4</sup> The Civic Government (Scotland) Act 1982 section 93

The frequency of fire safety inspections may vary, depending on how successfully standards are being maintained within a setting. More frequent inspections are likely to be necessary in high rise domestic buildings where there are concerns about anti-social behavior and a consequent threat of fire raising, or where a 'managed use' policy applies to the common areas.

- o The Head of Place Development shall secure competent staff (Fire Safety Advisers) to secure compliance with the above (see 4.10 below).

#### **4.7 Other Relevant Heads of Services**

Heads of Service who temporary lease Council building assets to third parties (or make other similar arrangements), e.g. school evening lets, etc. will ensure all duty holder roles and responsibilities are suitably and sufficiently discharged for the period of any let.

#### **4.8 Health and Safety Senior Manager**

The Council Health and Safety Senior Manager will provide competent fire safety advice and second line assurance to all Council areas, as required. To facilitate this, a competent Corporate Fire Safety Adviser will be provided within Corporate Health and Safety.

Additionally, the Council Health and Safety Senior Manager, in association with the Corporate and Directorate Fire Safety and Accessibility Advisers (and other relevant persons), will form an 'Unwanted Fire Alarm Signal' (UFAS) intervention group whose purpose will be to examine UFAS metrics and determine suitable mitigation strategies, with relevant duty holders (and others), to reduce UFAS occurrences.

#### **4.9 Corporate Fire Safety Adviser**

A Council Corporate Fire Safety Adviser shall be appointed and provide competent fire safety advice and guidance to the Council. Reporting directly to the Health and Safety Senior Manager, the Corporate Fire Safety Adviser will;

- a) ensure the provision of a professional fire safety and accessibility advisory service to the Council;
- b) carry out fire risk assessments and reviews, as required;
- c) conduct fire investigations as part of the adverse event reporting procedures;
- d) review fire evacuation, fire alarm tactical management, fire incident review procedures and managing down unwanted fire alarm activations;
- e) support access and egress strategies for vulnerable or disabled people working in, or visiting, Council premises;
- f) provide sector specific fire guidance, instruction and training, as required;
- g) conduct fire assurance audits to a predetermined annual schedule;
- h) provide support to the Council's Resilience team, as required; and
- i) maintain and develop relationships with relevant enforcing authorities, recognised Trade Unions and other stakeholders, as appropriate.

#### **4.10 Directorate Fire Safety and Accessibility Adviser(s)**

To ensure competent operational fire advice and guidance within appropriate Directorates, relevant Heads of Service shall employ a suitable number of Fire Safety and Accessibility Advisers - competent professionals in all areas of fire safety. These Fire Safety and Accessibility Advisers shall, as a minimum;



- a) support the development and delivery of a structured fire safety improvement programme to assist in ensuring that the Council meet its legal requirements;
- b) undertake fire safety risk assessments and inspections to identify non-compliances, and recommend improvement works to ensure statutory compliance;
- c) prepare and submitting a prioritised annual programme of remedial and improvement works across the Directorate property portfolio;
- d) maintain a database on fire safety information in relation to fire protection in buildings, including details of inspections and findings from the Scottish Fire and Rescue Service; and
- e) assist in raising awareness on fire risks across the Council.

#### 4.11 **Line Managers/Supervisors**

Employees that manage staff in any capacity are responsible for promoting good fire safety practices in the workplace, challenging inappropriate behaviours and recognising good practices within their teams.

Additionally, line managers/supervisors will support duty holders by ensuring their direct reports and others under their management control;

- a) adhere to, understand and follow the Council Fire Policy and supporting guidance documents;
- b) receive fire safety training in accordance with their specific training needs, and ensure that records are maintained;
- c) are adequately supervised and monitored to ensure individual and group fire safety; and
- d) report all adverse events or conditions, including unwanted fire alarms signals on the Council adverse event reporting system.

#### 4.12 **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 shall:

- a) take reasonable care of themselves and co-operate with the Council on fire 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 building/site fire risk assessment and pre-determined emergency fire evacuation plan;
- d) do not interfere with or misuse any equipment provided for the purposes of fire safety;
- e) use equipment only for its intended purpose and report any faulty, damaged or unsafe equipment to their line manager/supervisor;
- f) report any personal injury and work-related ill health, and accident or incident (including 'near misses) immediately 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;
- g) undertake fire safety training and induction, when required;

- h) 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;
- i) 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; and,
- j) bring any breaches of this Policy, protocols or local health and safety arrangements to the attention of their line manager or building/site duty holder.

#### **4.13 Visitor Arrangements**

It is important that when visitors to Council buildings that there is adequate information and signage to ensure their fire safety.

Particular attention should be given to visiting vulnerable individuals and groups to ensure adequate arrangements are in place to ensure a safe emergency evacuation (Generic Emergency Evacuation Plans).

#### **4.14 Contractor Management**

In addition to 4.10 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 fire safety Policy and relevant procedures to ensure their safety and the safety of others within the building or site;
- c) Ensure contractors adhere to the local fire arrangements within the building/site and to make such arrangements with the duty holder to maintain these whilst in the building;
- d) 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.);
- e) plan, resource, manage and supervise the contract, as appropriate, (including operating an access/permit to work, etc. system), proportionate with the level of risk, to ensure contractors do not compromise the means of escape from the building or any active or passive fire system within it;
- f) comply with the requirements of the Construction (Design and Management) Regulations 2015, where appropriate;
- g) ensure that all contractor personnel co-operate with any incident investigation on the part of the Council, including the provision of witness evidence; and
- h) inform their Council contract owner if they have any special need or requirement for their personal safety (relevant protected characteristic) whilst engaging with the Council.

## **5.0 Implementation**

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5.1 This Policy supersedes the Council Fire Safety Policy dated 15 May 2018.

5.2 Implementation will be effective from 10 June 2021.

## **6.0 Integrated Impact Assessment**

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- 6.1 This policy has been assessed as beneficial to employees and the community with no negative integrated risk impact.

## **7.0 Risk assessment**

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- 7.1 Failure to adopt this policy and contents carry the following risks;
- a) non-compliance with Scottish fire legislation and Scottish Government housing law and approved codes of practice and guides, potentially leading to enforcing authority actions and/or criminal and civil litigation.
  - b) failure to:
    - secure employees' fire safety at work;
    - protect non-employees against the fire safety risks arising from work activities;
    - prevent significant building asset loss or damage; and
    - control the keeping and use of explosive or highly flammable or dangerous substances.

## **8.0 Review**

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- 8.1 In line with the Council's Policy Framework this policy will be reviewed every three years or more frequently if required or best practice materially changes.

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# Policy and Sustainability Committee

10:00am, Thursday, 10 June 2021

## Council Water Safety Policy 2021-24

Executive/routine	Routine
Wards	
Council Commitments	

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee approves the Council Water Safety Policy 2021-24.

**Stephen S. Moir**  
Executive Director of Resources

Contact: Robert H. Allan, Interim Health and Safety Senior Manager  
Legal and Risk Division, Resources Directorate  
E-mail: [robert.allan@edinburgh.gov.uk](mailto:robert.allan@edinburgh.gov.uk) | Tel: 07784360862

## Council Water Safety Policy 2021-24

### 2. Executive summary

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- 2.1 The new Council Water Safety Policy ('Policy') sets out a commitment to protecting the health, safety and welfare of our employees and third parties from risks associated with the inhalation and ingestion exposure to water that has the potential to contain bacteria, chemicals or other contaminants at levels harmful to health.
- 2.2 This Policy reconfirms the position of the Council with regards regulatory compliance with water safety standards and the control of water contaminants, specifically the control of Legionella in Council water systems and clarifies the scope of water safety to include water carrying vehicles and /or assets that produce aerosols/droplets.

### 3. Background

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- 3.1 Legionellosis is a collective term for diseases caused by legionella bacteria including the most serious legionnaires' disease, as well as the similar but less serious conditions of Pontiac fever and Lochgoilhead fever. Legionnaires' disease is a potentially fatal form of pneumonia and everyone is susceptible to infection.
- 3.2 The bacterium Legionella pneumophila and related bacteria are common in natural water sources such as rivers, lakes and reservoirs, but usually in low numbers. They may also be found in purpose-built water systems, such as cooling towers, evaporative condensers, hot and cold-water systems<sup>1</sup> and spa pools. If conditions are favourable, the bacteria may multiply, increasing the risks of legionnaires' disease, and it is therefore important to control the risks by introducing appropriate control measures.
- 3.3 The Health and Safety at Work etc. Act 1974 places a general duty on employers to protect, so far as is reasonably practicable, the health and safety and welfare of employees and others affected by their work activities.
- 3.4 The Health and Safety Executive (HSE) have produced several codes of practice and practical guides for the control of legionella in water systems (see below) which set out their expectations on how employers should comply with legal duties in relation to Legionella.

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<sup>1</sup> A water system includes all plant/equipment and components associated with that system, e.g. all associated pipework, pumps, feed tanks, valves, showers, heat exchangers, quench tanks, water softeners, chillers etc.

- 3.5 This Policy sets out how the Council will comply with all applicable legal and regulatory requirements, including the Approved Codes of Practice, standards, and guidance.

## **4. Main report**

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- 4.1 The Policy replaces the existing Council Water Safety Policy, 15 May 2018, and reconfirms the position of the Council with regards regulatory compliance with water safety standards and the control of water contaminants, specifically the control of Legionella in Council water systems. It further clarifies the role of duty holders and the scope of water safety to include vehicles and assets that store water and/or produce aerosols/droplets.
- 4.2 The Policy applies to all employees and third parties who interact with Council services but are not employees, as appropriate.
- 4.3 The Policy applies to:
- 4.3.1 designing and maintaining water systems in a way that avoids the conditions necessary to support the growth of Legionella bacteria and other harmful bacteria, chemicals or contaminants;
  - 4.3.2 testing and water monitoring to ensure water standards are being maintained;
  - 4.3.3 buildings, vehicles and other assets that store water and/or produce aerosols/droplets, as appropriate; and,
  - 4.3.4 provision of potable drinking water.

## **5. Next Steps**

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- 5.1 This revised policy will be brought to the attention of all employees along with additional support information for duty holders.

## **6. Financial Impact**

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- 6.1 There is an existing, accredited, water safety specialist provision, arrangements and procedures within the Council therefore it is unlikely there will be additional cost.

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

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- 7.1 By adopting this policy, the Council will be ensuring both employees, service users and other third parties who resort to our buildings and/or use Council vehicles and assets are safe, so far as is reasonably practicable, from the risk of harm from water contaminants.

- 7.2 Consultation and engagement has taken place with recognised Trade Unions and relevant changes made.
- 7.3 Consultation and engagement has taken place with Directorates and Divisions and associated management teams, and relevant changes made.
- 7.4 There are no negative equality or sustainability issues arising from this Policy.

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

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- 8.1 The risk associated with Legionellosis and other water contaminants will be managed in compliance with the undernoted legislation and guides:
- 8.1.1 The Control of Substances Hazardous to Health Regulations 2002 (as amended) (ACOP [Link](#)).
  - 8.1.2 Legionnaires' disease. The control of legionella bacteria in water systems. Approved Code of Practice and guidance L8 (Fourth edition) ([Link](#)).
  - 8.1.3 HSG247 Legionnaires' disease technical guidance 2014.
    - Part 1 – Cooling towers ([Link](#)).
    - Part 2 – Hot and cold water services ([Link](#)).
    - Part 3 – Other systems ([Link](#)).
  - 8.1.4 HSG 282 The control of legionella and other infectious agents in spa-pool systems (First edition) 2017 ([Link](#)).
  - 8.1.5 The Control of Legionellosis: A recommended code of conduct for service providers The British Association of Chemical Specialities and the Water Management Society 2005 ([Link](#)).
  - 8.1.6 The Notification of Cooling Towers and Evaporative Condensers Regulations 1992 SI 1992/2225 TSO 1992 ([Link](#)).
  - 8.1.7 The Health and Safety at Work etc, Act 1974 ([Link](#)).
  - 8.1.8 The Management of Health and Safety Regulations 1999 ([Link](#)).

## **9. Appendices**

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- 9.1 Appendix 1 - Council Water Safety Policy 2021-24



# Council Water Safety Policy

**Implementation date: 10 June 2021**

## Control schedule

Version control

<b>Approved by</b>	Policy and Sustainability Committee
<b>Approval date</b>	10 June 2021
<b>Senior Responsible Officer</b>	Dr Stephen S. Moir, Executive Director of Resources
<b>Author</b>	Robert H. Allan, Interim Council Health and Safety Senior Manager and Jemma Tennant, Operational Manager, Scientific and Bereavement Services
<b>Scheduled for review</b>	10 June 2024

Subsequent committee decisions affecting this policy

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Comment</b>
<b>0.1</b>	15 May 2018	Sam Jennings	The Council Water Safety Policy replaces the Policy and Procedures for the Control of Legionella Bacteria in Water Systems in Council Properties.
<b>0.2</b>	10 Jun 2021	Robert H. Allan and Jemma Tennant	The Council Water Safety Policy supersedes the 2018 version.

<b>Date</b>	<b>Committee</b>	<b>Link to report</b>	<b>Link to minute</b>
<b>01 Jun 2020</b>	Corporate Policy and Strategy Committee	<a href="#">Council Health and Safety Policy 2020 - 23</a>	

# Council Water Safety Policy

## 1. Policy Statement

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- 1.1 Legionellosis is a collective term for diseases caused by legionella bacteria including the most serious legionnaires' disease, as well as the similar but less serious conditions of Pontiac fever and Lochgoilhead fever. Legionnaires' disease is a potentially fatal form of pneumonia and everyone is susceptible to infection.
- 1.2 The bacterium Legionella pneumophila and related bacteria are common in natural water sources such as rivers, lakes and reservoirs, but usually in low numbers. They may also be found in purpose-built water systems, such as cooling towers, evaporative condensers, hot and cold-water systems<sup>1</sup> and spa pools. If conditions are favourable, the bacteria may multiply, increasing the risks of legionnaires' disease, and it is therefore important to control the risks by introducing appropriate control measures.
- 1.3 The City of Edinburgh Council will ensure, so far as is reasonably practicable, that the risk associated with Legionellosis and other water contaminants will be managed in compliance with the relevant legislation and approved codes of practice.

## 2. Scope

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- 2.1 The City of Edinburgh Council Water Safety Policy applies to all employees. In addition, it extends to third parties who interact with Council services but are not employees such as members of the public, contractors and service users.
- 2.2 The Policy applies to all Council buildings, sites and assets (including water carrying vehicles, public fountains, spa and hydrotherapy pools, hot and cold-water systems that serve showers and other welfare facilities, etc.) where the Council has control, to any extent, of the water systems.

## 3. Policy Aims

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- 3.1 The main aim of this Policy, which is a sub-policy of the Council Health and Safety Policy, is to protect our employees and third parties from risks associated with exposure to aerosols, and drinking water, that contain bacteria, chemicals,

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<sup>1</sup> A water system includes all plant/equipment and components associated with that system, e.g. all associated pipework, pumps, feed tanks, valves, showers, heat exchangers, quench tanks, water softeners, chillers etc.

or other contaminants at levels harmful to health.

3.2 This will be achieved by:

- a) appointing Duty Holder(s), setting out clear roles and responsibilities and ensuring adequate cover at all times, for management of water quality;
- b) having measures in place to ensure responsibilities are being discharged;
- c) implementing measures to fulfil the requirements set out the Health and Safety Executive (HSE) Approved Code of Practice and guidance on regulations 'The control of legionella bacteria in water systems' (L8) and other relevant regulations, standards and guidance (as indicated above);
- d) designing water systems in a way that avoids the conditions necessary to support the growth of Legionella bacteria, and other harmful bacteria, chemicals or contaminants;
- e) producing detailed procedures (Service Area, Water Safety Management Plans) to support the implementation of this Policy.
- f) employing accredited and competent specialists to undertake suitable and sufficient risk assessments of water systems and to carry out water quality testing microbiological and chemical testing of potable and non-potable water);
- g) engaging suitably qualified and experienced employees or contractors to carry out works on water systems;
- h) ensuring appropriate information, instruction and training is given to all relevant Council employees;
- i) ensuring effective communication within the Council and with contractors; and,
- j) constituting a Water Safety Group with a remit to continuously monitor and review this Policy, Service Area Water Safety Management plans and any adverse events involving water quality to ensure water safety risks are managed effectively.

## **4. Implementation**

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4.1 This policy supersedes the Council Water Safety Policy 2018 and will come into effect 10 June 2021.

## **5.0 Roles and Responsibilities**

---

5.1 The Council will organise its water 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 water safety risks.

### **5.2 The City of Edinburgh Council**

The City of Edinburgh Council as the governing body and employer, have the overall statutory responsibility for occupational health and safety, including water safety within the Council.

### 5.3 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 water safety policy and is supported in this by the Executive Directors who form the Council's Corporate Leadership Team (CLT), along with other relevant officers who attend that group.

### 5.4 Premises/Site Water Safety Duty Holders

Where a Council employee has control to any extent of a relevant premises, they will be the designated 'Duty Holder' within the definition of the above legislation, e.g. a head teacher, service area manager, etc. In Council operated multi-occupied premises/sites, in addition to their normal managerial responsibilities, the most senior manager with the largest number of staff on site (or selected by collective agreement) will be nominated the duty holder responsible for the co-ordination and co-operation of water safety responsibilities, as appropriate, of cross service area/third party boundaries in the premises or site.

The Duty Holder is responsible for water safety arrangements within the relevant premises/site and will be fully supported by responsible (competent) persons<sup>2</sup> to:

- conduct a suitable and sufficient assessment to identify and assess the risk of exposure to legionella bacteria or other contaminants from work activities and water systems on the premises and any precautionary measures needed.

The risk assessment should identify and evaluate potential sources of risk and:

- (a) the particular means of preventing exposure to legionella bacteria; or
- (b) if prevention is not reasonably practicable, the particular means of controlling the risk from exposure to legionella bacteria.

Where the assessment demonstrates there is no reasonably foreseeable risk or that risks are insignificant and unlikely to increase, and are properly managed, no further assessment or measures are needed. However, if the situation changes, or there is the belief that it is no longer valid the assessment should be reviewed and revised.

### 5.5 Head of Property and Facilities Management

The Head of Property and Facilities Management will fully support local non-domestic duty holders as the responsible (competent) person<sup>2</sup> (or other nominee) in compliance with the above duties and ensure adequate cover at all times (where a non-domestic site or asset does not have a duty holder the Head of Property and Facilities Management will also assume the duty holder role). This role holder (non-domestic) will produce written detailed procedures (a

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<sup>2</sup> The designated responsible (competent) person is someone with sufficient authority and knowledge of the water installation to help take the measures needed to comply with the law. For non-domestic properties this will be the Head of Property and Facilities Management (or other approved nominee).

Service Area Water Safety Management Plan) to support the implementation of this Policy and appoint a suitable number of other competent persons to assist and manage risks associated with Legionella bacteria across the non-domestic estate and assets, specifically;

- a) assessing all buildings and assets (including to determine where there is a reasonably foreseeable risk of Legionella);
- b) conducting Legionella risk assessments of all Council non-domestic properties and assets, including public fountains or other aerosol generating structures;
- c) reviewing Legionella risk assessments in compliance with HSE (L8) guidelines, and where there have been any changes to water systems, or following a positive test for Legionella bacteria;
- d) producing and implementing a written Service Area Water Safety Management Plan<sup>3</sup> for controlling the risk of exposure to Legionella bacteria;
- e) producing site/building risk assessments that contain, schematic design, safe and correct operation of the system, precautions to be taken, checks to be carried out, and remedial actions to be taken;
- f) ensuring all new water systems are designed in a way that minimises the opportunity for the growth of Legionella bacteria;
- g) ensuring that any repair or upgrade works to water systems are carried out by competent employees or contractors, and in liaison with Property and Facilities Management competent persons (water quality), ensuring effective communication within the Council and with contractors and other relevant third parties;
- h) maintaining a readily accessible Water Care Asset Register for each building or asset;
- i) maintaining a comprehensive centralised testing record database containing all relevant properties to ensure that required checks are being undertaken and tests of systems are being recorded; and
- j) providing appropriate specialist training<sup>4</sup> to relevant employees, including duty holders, with responsibilities for water safety.

Where non-domestic buildings owned by the Council are leased to third parties on a full maintenance and repair lease, responsibility for the management of water safety will be clearly set out in the lease agreement as the leaseholders/occupier's responsibility, as appropriate. Where non-domestic buildings are leased buildings from a third party, we will ensure that responsibility for managing water safety is clearly set out in the lease agreement, as appropriate. Where this responsibility lies with the owner/landlord, we will co-operate in ensuring that Legionella management arrangements are managed effectively.

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<sup>3</sup> Note: Site specific (building) water management plans will be covered by the Legionella log-book and risk assessment, comprising schematic design, safe and correct operation of the system, precautions to be taken, checks to be carried out, and remedial actions to be taken, if required.

<sup>4</sup> Corporate Health and Safety will deliver basic Legionella awareness training to the organisation. For more advanced training the Head of Property & Facilities Management will identify and provide such training.

## 5.6 Head of Place Development

The Head of Place Development will act as duty holder for all domestic property and associated assets. This role holder (Domestic) will produce and implement a written Service Area Water Safety Management Plan for controlling the risk of exposure to Legionella bacteria to support the implementation of this Policy and appoint responsible (competent) persons in compliance with the above duty holder duties, ensuring adequate cover at all times.

Specifically; this role holder (domestic) will ensure responsible (competent) persons identify and manage risks associated with Legionella bacteria by:

- a) conducting Legionella risk assessments where the risk of Legionella is reasonably foreseeable and recording and maintaining records of the same, including any test results, actions and inspections;
- b) maintaining a Legionella logbook at each multi-story building, sheltered housing property, temporary accommodation and other property types where the risk of Legionella is reasonably foreseeable;
- c) ensuring that any repair or upgrade works to water systems are carried out by competent employees or contractors, and in liaison with Place (Development) competent persons (water quality), ensuring effective communication within the Council and with contractors;
- d) reviewing Legionella risk assessments in compliance with HSE (L8) guidelines, and where there have been any changes to water systems, or following a positive test for Legionella bacteria;
- e) providing information to tenants on measures to reduce the risk of Legionella; and
- f) providing appropriate specialist training<sup>5</sup> to relevant employees with responsibilities for water safety.

## 5.7 Head of Place Management

The Head of Place Management will be the duty holder in respect to water carrying vehicles under the control of Place Directorate and adopt similar standards and practices as the Head of Place Development including the development of a written Water Safety Management Plan. Given the number and types of vehicles within Place Management, service level arrangements with water quality specialists within Place (Development) (or other such competent body), will be entered into for this purpose.

## 5.8 Health and Safety Senior Manager

The Health and Safety Senior Manager is responsible for:

- a) Defining the content of this Policy and reviewing on a three yearly basis and/or after any significant incident, and updating as necessary;

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<sup>5</sup> Corporate Health and Safety will deliver basic Legionella awareness training to the organisation. For more advanced training, the Heads of Place (Development) & (Management) will identify and provide such training.

- b) Providing guidance, interpretation and materials as required, to help achieve compliance with this Policy;
- c) Ensuring notifiable cases of Legionnaires' disease are reported to the Health and Safety Executive;
- d) Providing Legionella awareness training, as part of the Corporate Health and Safety training schedule;
- e) Defining the minimum required compliance information / metrics that should be used to continually evaluate compliance, and reporting onwards appropriately; and
- f) Ensuring consultation with employees and their representatives on health and safety matters, including water safety.

## 5.9 Line Managers

Line Managers are responsible for:

- a) Ensuring that the Policy is communicated, understood and followed by their direct reports and others under their control; and
- b) Ensuring that appropriate Legionella training is provided as appropriate for their direct reports and others under their control, and records are maintained.

## 5.10 Water Safety Group

To ensure consistency across the Council with regards water safety, to learn from adverse events, changes in industry standards or health and safety law, etc. the Heads of Property and Facilities Management and Place Development will form a Water Safety Group whose remit will be to meet periodically (not less than every 8 weeks) for the aforementioned purposes. The composition and constitution of this group will be decided by both Heads of Service, chaired by the same on a rotating basis, and will include a representative from Corporate Health and Safety.

## 6.0 Related documents

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6.1 The reference documents applicable to this policy are;

- The Control of Substances Hazardous to Health Regulations 2002 (as amended) (ACOP [Link](#)).
- Legionnaires' disease. The control of legionella bacteria in water systems. Approved Code of Practice and guidance L8 (Fourth edition) HSE Books 2013 ISBN 9780717666157([Link](#)).
- HSG247 Legionnaires' disease technical guidance 2014.
  - Part 1 – Cooling towers ([Link](#)).
  - Part 2 – Hot and cold water services ([Link](#)).
  - Part 3 – Other systems ([Link](#)).
- HSG 282 The control of legionella and other infectious agents in spa-pool

- systems (First edition) 2017 ([Link](#)).
- The control of legionellosis: A recommended code of conduct for service providers The British Association of Chemical Specialities and the Water Management Society 2005 ([Link](#)).
  - The Notification of Cooling Towers and Evaporative Condensers Regulations 1992 SI 1992/2225 TSO 1992 ([Link](#)).
  - The Health and Safety at Work etc, Act 1974 ([Link](#)).
  - The Management of Health and Safety Regulations 1999 ([Link](#)).

## **7. Integrated impact assessment**

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- 7.1 This policy has been assessed as beneficial to employees and the community with no negative integrated risk impact.

## **8. Risk assessment**

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- 8.1 Failure to adopt this policy and contents carry the following risks;
- a) non-compliance with United Kingdom water safety legislation and HSE approved codes of practice and guides, potentially leading to enforcing authority actions and/or criminal and civil litigation.
  - b) Poor water quality leading to a range of water borne diseases, including Legionellosis.
  - c) failure to:
    - secure employees' safety at work;
    - protect non-employees against the water safety risks arising from work activities.

## **9. Review**

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- 9.1 In line with the Council's Policy Framework this policy will be reviewed every three years or more frequently if required or best practice materially changes.



# Policy and Sustainability Committee

10.00am, Thursday, 10 June 2021

## ICT Acceptable Use Policy

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

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- 1.1 It is recommended that the Committee approves the updated ICT Acceptable Use Policy for the Council.

**Stephen S. Moir**

Executive Director of Resources

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

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

## ICT Acceptable Use Policy

### 2. Executive Summary

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- 2.1 The purpose of this report is to propose an updated policy statement for the ICT Acceptable Use Policy, which was last reviewed and approved by the Committee in May 2019.
- 2.2 The updated Policy has been developed in line with the best practice guidelines encapsulated in the Scottish Government's Public Sector Cyber Security Action Plan and current advice and best practice from the National Cyber Security Centre.

### 3. Background

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- 3.1 The ICT Acceptable Use Policy was last revised in May 2019. To ensure that the Council's Policies align with current best practice, legislation and to better defend against emerging and increased cyber-security and serious and organised crime threats to our operations, data and information.

### 4. Main report

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- 4.1 The information contained in the ICT Acceptable Use Policy is based on guidance as at May 2021. The Policy has been written in line with guidance from the Council's Cyber Security specialists, the Information Governance Unit, including the statutory Data Protection Officer, CGI's Security Team, Scottish Government and that published by other public agencies and authorities such as the National Cyber Security Centre.
- 4.2 This Policy applies to all 'individuals' (Councillors, employees, contractors, agency workers, volunteers and agents) who use our information and ICT equipment.

### 5. Next Steps

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- 5.1 The updated Policy will be published on the Council's Intranet site, the Orb, on approval by the Committee.

- 5.2 Digital Services will ensure that appropriate communications are distributed to all staff affected by the Policy and will embed changes in this within existing security training.

## **6. Financial impact**

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- 6.1 Breaches of cyber security and potentially a breach of the Data Protection Act 2018 due to not achieving the standards and best practices of the Scottish Government's Public Sector Cyber Security Action Plan and other best practice frameworks could lead to significant financial penalties including compensation for any losses caused.

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

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- 7.1 The ICT Acceptable Use Policy outlines our commitment to support the users of technology and deliver a Council that works for all its citizens.

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

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- 8.1 [City of Edinburgh Council Digital and Smart City Strategy](#)
- 8.2 [Scottish Government Digital Strategy - A Changing Nation: How Scotland Will Thrive In A Digital World](#)
- 8.3 [Cyber Resilient Scotland: Strategic Framework](#)

## **9. Appendices**

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- 9.1 Appendix 1            ICT Acceptable Use Policy

# Information and Communications Technology (ICT) Acceptable Use Policy

**Implementation date:**

## Control schedule

### Version Control

Version	Date	Author	Comment
0.1	Jan 2019	Neil Dumbleton	Customer and Digital Services Cyber Information Security Steering Group
1.0	May 2019	Neil Dumbleton	Democracy Governance & Resilience
1.1	August 2020	Mike Brown	Review, minor updates to reflect Updated Acts and to reflect new M365 UYOD Standard
1.2	May 2021	Mike Brown	Reviewed and updated to reflect changes to personal email use

### Committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
23/05/2019	Finance and Resources	<a href="#">F&amp;R Report - ICT Acceptable Use Policy 2019</a>	<a href="#">F&amp;R Minutes - 23/05/2019</a>

# ICT Acceptable Use Policy

## Policy statement

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- 1.1 It is the aspiration of the Council to create a culture which recognises the importance in the safe use of information and communications technology (ICT) for work purposes. This acceptable use policy has been written not only to protect Council electronic assets and information but to ensure that best practice is followed.

## Scope

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- 2.1 This policy applies to all Council employees, Councillors, Contractors, agency workers, volunteers and agents who use our information and ICT Equipment
- 2.2 The purpose of this policy is to provide a clear framework to be applied by the Council which governs the use of its network, website, digital services and data security.

## Definitions

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- 3.1 Information security: ensures that Council information is not compromised by unauthorised access, modification, disclosure or loss.
- 3.2 Cyber security: ensures that Council information that is processed by computers is not compromised by unauthorised access, modification, disclosure or loss.

## Policy content

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### General Applicability

- 4.1 This policy covers the security and use of all Council information and Information and Communications Technology (ICT) equipment. It also includes the use of: e-mail, the internet, voice, and mobile IT or associated systems (e.g. printers, phones etc.).
- 4.2 Technology is increasingly used to process and share information both internal and external to the Council and must be undertaken in a manner that fully protects the rights of individuals and the reputation of the Council. It is also governed by legislation that is often updated following events or as technology evolves.
- 4.3 Individuals are required to review and fully adhere to this policy but should always take advice as described throughout this document.

4.4 This policy applies to:

4.4.1 all 'individuals' (Council employees, Councillors, contractors, agency workers, volunteers and agents) who use our information and IT equipment;

4.4.2 all information, in whatever form, relating to our business activities worldwide;

4.4.3 all information handled by us relating to other people and organisations with whom we deal. It also covers all IT and information communications facilities operated by us or on our behalf; and,

4.5 Councillors should also abide by the rules surrounding ICT in the Councillors' Code of Conduct.

4.6 Individuals using the Council's e-mail system in the performance of authorised trade union duties must also follow any obligations set out in their respective Union privacy policy, as well as the provisions of this policy. Trade union related correspondence transacted on the Council's e-mail system will be governed by the Trade Union's data protection responsibilities and the Trade Union concerned will be the data controller for any personal data exchanged.

### **Misuse of computer equipment**

4.7 This is a serious offence governed by law (Computer Misuse Act 1990). Failure to follow this acceptable use policy may result in:

4.7.1 disciplinary action including immediate dismissal; and

4.7.2 a report being made to the Police; or

4.7.3 other legal action being taken.

### **Monitoring and Controls**

4.8 All data that is created and stored on our computers or systems, operated on our behalf, is the property of the Council and there is no official provision for individual data privacy. However, wherever possible, we will avoid opening personal emails.

4.9 IT system activity will be logged where appropriate, and investigations will be commenced where reasonable suspicion exists of a breach of Council policy or where a law has been broken.

4.10 The Council have the right (under certain conditions) to monitor activity on our systems, including the use of internet, email, and other forms of electronic communication, to ensure system security and effective operation, and to protect

against misuse. Any monitoring will be carried out in accordance with audited, controlled internal processes and in-force legislation.

- 4.11 Relevant legislation that applies to the use of Council computer systems is provided.

### **Changes in Guidance**

- 4.12 Best practice around both cyber and information security continues to evolve. The Council also looks to introduce both new technologies and make changes to existing ones to improve its operation. Therefore, individuals who use our systems should pay attention to the latest guidance around best practice that will be provided on our intranet or by email.
- 4.13 **For additional information or clarification see the ICT Security Web Pages on our intranet or contact ICT Security within Digital Services at [ict.security@edinburgh.gov.uk](mailto:ict.security@edinburgh.gov.uk)**

### **System Access**

- 4.14 Access to our systems is controlled using user identification numbers (user IDs), PIN numbers, passwords and/or tokens.
- 4.15 All user IDs and passwords are uniquely assigned to named individuals. Consequently, each named individual is accountable for their actions on our IT systems.
- 4.16 **Individuals must not:**
- Allow anyone else to use their user ID, token, or password on any Council IT system.
  - Leave their user accounts logged in at an unattended and unlocked computer.
  - Use someone else's user ID and password to access the Council's IT systems.
  - Leave their password unprotected, for example write it down thereby making visible to others.
  - Make unauthorised changes to our IT systems or information.
  - Attempt to access data that they're not authorised to use or access.
  - Exceed the limits of their authority or their specific business need to use the system or data.
  - Connect any non-Council authorised device to our network or IT systems.

- Store Council data on any non-authorized Council equipment.
- Give or transfer our data or software to any person or organisation outside the Council without our authority.
- Use computer equipment as a means of breaching our policies or to break the law.
- Look to subvert any IT or other security measures in place.
- Upload unprofessional personal images, football badges, political, celebrity images to systems such as M365 that may allow this functionality. (This list is not exhaustive)

4.17 Line managers must ensure that individuals are given clear direction on the extent and limits of their authority regarding use of IT systems and data.

#### **Internet mail, E-Mail and social media use**

4.18 Council internet, email, and electronic communication is intended for business use. Reasonable personal use is permitted where:

- it doesn't affect the individual's business performance;
- the use is not detrimental to the Council in any way;
- the use is not in breach of any term and condition of employment; and
- the use does not place the individual or the Council in breach of statutory or other legal obligations.

4.19 All individuals are personally accountable for their actions on the internet and email systems.

4.20 **Individuals must not:**

- Use the internet or email for the purposes of harassing, bullying, abusing, intimidating or victimising individuals or groups.
- Use the internet, e-mail or social media to breach the Public Sector Equality Duty or the Council's policies in respect of Equality, Diversity and Rights.
- Use profanity, obscenities or derogatory remarks in any communications using the internet, e-mail or social media.
- Download, send, forward or fail to delete any data which the Council considers offensive in any way, including sexually explicit, discriminatory, defamatory or libellous material.



- Use the internet to research, access or disseminate extremist material in contravention of any UK Counter Terrorism and Border Security legislation.

Use the internet, email or social media to:

- make personal gains or conduct a personal business;
- gamble;
- breach any other Council policy; or
- break the law.

Use the internet, email or social media without approval from their line manager or the Council's Cyber Security Team to:

- Place any information on the internet that relates to the Council or, expresses any opinion about the Council.
- Send personal, sensitive or confidential information externally about any 3<sup>rd</sup> party without ensuring appropriate encryption is in place.
- Forward Council email or upload data to a personal (non-Council) email account (for example a personal Hotmail account).
- Bypass existing filtering controls to access commercial email and cloud services to download data from a personal (non-Council) email account (for example a personal Hotmail account) or external cloud storage provider (for example Google Drive) into Council email or file storage systems.
- Make official commitments through the internet or email on behalf of the Council unless authorised to do so.
- Use the internet, email or Social media in a way that could affect their reliability or effectiveness, for example distributing chain letters or spam.
- Download copyrighted material such as eBooks, music media (MP3) files, film and video files, JPEGs, GIFs, or other material without appropriate approval.
- In any way infringe any copyright, database rights, trademarks, or other intellectual property.
- Download or install any software from the internet or other sources without prior approval from Customer and Digital Services.
- Connect Council assets to the internet using non-standard or not approved connections (for example, unsecured Wi-Fi without a password).

4.21 If you're unsure in anyway about adhering to the above, please speak to your line manager or contact the Cyber Security Team in Customer and Digital Services.

- 4.22 You should be aware of phishing activities and take steps to prevent them. Unexpected or suspicious emails should not be opened, and instructions contained in them should not be followed. Report the email in line with current guidance.
- 4.23 Line managers must ensure individuals are given clear direction on the extent and limits of their authority regarding access to the internet.

### **Social media use**

- 4.24 All communications that individuals make through social media which reference the Council or their role in the Council, must not bring the Council into disrepute, **and must not:**
- Criticise, disagree, or argue with citizens, service users, colleagues or managers;
  - Make defamatory comments about individuals or other organisations / groups;
  - Contain images that are inappropriate or links to inappropriate content;
  - Agree with or condone inappropriate comments or content; and
  - Breach confidentiality, for example by: referring to sensitive or confidential information about an individual (such as a colleague or service user) or the Council.
- 4.25 **Individuals must not do anything that could be considered: discriminatory, intimidatory, bullying or harassment, to any individual or group of individuals, and in contravention of the Council's procedures, for example by:**
- Making offensive or derogatory comments relating to groups covered by protected characteristic as detailed in the Equality Act 2010.
  - Using social media to bully another individual (such as an employee of the Council).
  - Posting images that are discriminatory, bullying or offensive or links to such content.
  - Agreeing with or condoning inappropriate comments or content that are discriminatory, bullying or offensive.
- 4.26 The above list is not exhaustive but provides examples illustrating misuse. Individuals are encouraged to talk to their line manager and seek advice if they're unclear.

### **Clear desk, clear screen and secure print**

- 4.27 To reduce the risk of unauthorised access or loss of information, the Council enforce a clear desk and screen procedure. Personal or confidential business information must be protected using security features provided.
- 4.28 **Individuals must ensure that:**

- Computers are logged off or locked or protected with a screen locking mechanism when unattended.
- Steps are taken to ensure computer screens are protected from people looking over their shoulder when confidential information is displayed.
- Passwords or other confidential information used to access computers are not left written down on a desk or screen or are easily accessible by others.
- Other electronic media, for example, authorised USB sticks, are not left unattended at any time.
- Documents are printed using the secure print (PIN required) feature on printers.
- Confidential material is not left unattended on desks, meeting rooms, or on printers or photocopiers.
- All Council related printed matter must be disposed of in confidential waste bins or shredded.
- Workstations are left clear at the end of a working day/shift, including portable ICT devices shut down, removed from the desk and locked away securely.

## **Working Remotely**

4.29 It's accepted that laptops and mobile devices will be taken off-site to working remotely for business purposes. Working away from the office, including at home, must be in line with the following guidelines.

### **4.30 The following controls must be applied:**

- IT Equipment and devices must not be left unattended in public places and must not be left visible in a vehicle, whether Council owned or not.
- Laptops must be carried as hand luggage when travelling.
- Steps will be taken to ensure device screens are protected from people looking over your shoulder or near CCTV coverage; be aware of who is around you.
- Take the precaution to protect information against loss or compromise when working remotely; assess your surroundings.
- Take care when using mobile devices in public places, for example laptops, mobile phones, smartphones, and tablets; assess your surroundings.
- Mobile devices that hold data must be protected at least by a password or a PIN or alternate approved security methods, and by device encryption.
- Only connect computers and mobile devices to secure Wi-Fi networks, including home networks. You should refrain from transmitting sensitive or personal or otherwise confidential information via public Wi-Fi, for example in coffee shops or on trains.
- Only use personal laptops, smartphones, and tablets for Council business once authorisation is obtained from Customer and Digital Services. This may require the installation of specialist device management software to protect the security of our data. Please refer to the Councils UYOD standard for accessing M365 services on personal devices.
- Always use computers, mobile devices, and phones safely and in accordance with other legislation, for example do not drive and use a mobile device, comply fully with the provisions of all health and safety guidance and other Council policies and procedures.

- Printed material must be disposed of by using a cross cut shredder or placed in a confidential waste bag at your work location.

## **Travel outside the UK**

- 4.31 Council ICT equipment must not be taken outside the UK without Customer and Digital Services' agreement and in-line with the current National Cyber Security Centre or UK Government guidelines, this is applicable to all Council employees, Councillors, contractors, agency workers, volunteers and agents.
- 4.32 Clean devices, not containing data, may have to be provided for the trip. There may be strict requirements about where and when devices are used and what happens to them on return; this will be in line with NCSC guidance at the time of the journey. In some countries government or other agencies may try to obtain information from computers or install malicious software that may not be detectable by standard virus protection.
- 4.33 ***Advice: If planning a trip outside of the UK, please make sure to engage with Digital Services early to avoid possible issues at time of travel.***

## **Portable storage devices**

- 4.34 Due to the increased possibility of data loss or inappropriate access, care must be taken when using data stored on portable storage devices. Mobile devices such as memory sticks, CDs, DVDs and removable hard drives must be used only in situations when network connectivity is unavailable or there's no other secure method of transferring data. Get advice from Digital Services before using any devices. The G drive is the Council's primary method of storage - appropriate guidance should be sought from Information Governance if a change to this is required.
- 4.35 Only use Council authorised mobile storage devices with encryption enabled when transferring sensitive or confidential data. Individually purchased memory sticks cannot be used.
- 4.36 If memory sticks are found in the office or in the street they should not be inserted into a Council computer but should be delivered to Cyber Security.
- 4.37 Line managers must ensure individuals are given clear direction on the extent and limits of their authority regarding the use of IT systems, devices or ~~and~~ data away from the office.

## **Software Use**

- 4.38 Individuals must use only software that is authorised by the Council on authorised computers, smartphones, and tablets when performing Council business.
- 4.39 Procurement and Digital Services must approve any purchases of IT software or hardware in line with Council standing orders. Authorised software must be used in accordance with the software supplier's licensing agreements. All software and

computer procurement must be obtained through approved channels and installed by Digital Services and its IT suppliers.

#### 4.40 **Individuals must not:**

- Store personal files such as music, video, photographs, or games on our IT equipment.
- Install unauthorised copies of software, freeware, or shareware on our IT equipment.
- Install games, music and video streaming, gambling, or shopping applications on our IT devices.
- Use any software, already installed on our IT equipment, for unauthorised purposes.

4.41 Customer and Digital Services, working with our strategic ICT partner has implemented, automated virus, malware, and other detection software to detect and prevent malicious or unwanted activity within the Council.

4.42 All PCs, laptops and smartphones have such software installed. Individuals must not try to subvert or bypass the operation of this software. Attempts should not be made to remove malware: potentially infected machines should be switched off, disconnected from the network and reported to the IT Service desk.

### **Telephony (Voice) equipment use**

4.43 Our voice equipment is for business use. Individuals must not use our voice facilities for sending or receiving private communications on personal matters, except when agreed with their line manager. All non-urgent personal communications should be made at an individual's own expense using alternative means of communications.

#### 4.44 **Individuals must not:**

- Use our voice equipment for conducting private business activities.
- Make hoax or threatening calls to internal or external destinations.
- Use telephones to breach our policies (for example, Avoidance of Bullying and Harassment at Work Policy) or to break the law.
- Accept reverse charge calls unless authorised or in exceptional circumstances.

### **Phishing scams by phone**

4.45 Individuals should be aware of phishing activities initiated by phone or text and take steps to prevent them. Terminate unexpected or suspicious conversations and do not follow requests made during the call. Report any contact of this type in line with current guidance.

4.46 Line managers must ensure that individuals are given clear direction on the extent and limits of their authority regarding the use of telephone systems in or away from the office.

## **Actions upon termination of office / employment /engagement**

- 4.47 At termination of contract all our equipment and data, for example laptops and mobile devices including telephones, smartphones, USB memory devices, CDs and DVDs, must be returned in line with our leavers' process. Where people fail to return devices correctly, then the Council reserves the right to pursue this and to take all appropriate measures, including legal action where necessary.
- 4.48 Individuals leaving our employment should ensure that they know of the behaviours expected of them after they have left in line with other Council policies. For example, accessing or attempting to access data or a Council computer system that they are no longer entitled to use is a criminal offence (Relevant legislation is shown in the section on related documents).

## **Reporting**

- 4.49 It's every individual's responsibility to report suspected breaches of this policy, other security policies and data protection breach procedures immediately to any one of the following:
- 4.49.1 Line manager;
  - 4.49.2 Cyber (ICT) Security;
  - 4.48.3 Information Governance Unit, within Strategy and Communications;  
and
  - 4.48.4 The CGI Service desk as a security incident.
- 4.50 All breaches of information security policies will be investigated. Where investigations reveal misconduct, disciplinary action can be taken.

## **Implementation**

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- 5.1 Implementation of this policy will be supported through continued development and maintenance of security tools and defences.
- 5.2 Communications awareness campaigns and training will be provided for all 'individuals' (Council employees, Councillors, contractors, agency workers, volunteers and agents) who use our information and IT equipment.
- 5.3 Progress and performance will be monitored by the Cyber and Information Security Steering Group, chaired by the Executive Director of Resources.

## **Roles and Responsibilities**

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- 6.1 The Policy is prepared by Customer and Digital Services, with contributions from members from the Council's Cyber and Information Security Steering Group

## Related documents

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### Legal Provisions

- 7.1 **The Computer Misuse Act 1990** amended by the **Police and Justice Act 2006** states that
- 7.2 Unauthorised access to computer-based material is punishable by up to two years in prison or a fine or both.
- 7.3 Unauthorised acts with intent to impair operation of a computer, etc. is punishable by up to 10 years in prison or a fine or both.
- 7.4 For example, it would be a criminal offence for an individual to access a Council system just because they knew a colleague's password. This could lead to two years in prison.
- 7.5 **The Data Protection Act 2018** and **Regulation (EU) 2016/679 (General Data Protection Regulation)** sets out what may or may not be done with personal data (that is any information that identifies a living individual).
- 7.6 It states that it is an offence to obtain knowingly or recklessly, disclose, or procure the disclosure of personal information without the consent of the data controller. The offence is punishable by various means and could lead to fines on organisations of up to €20 million or 4% of global annual turnover for the preceding financial year.
- 7.7 For example, it would be contrary to GDPR for an individual to take home a list of citizens' names and address that might be useful to a friend in their plumbing business.
- 7.8 **The 1988 Copyright, Designs and Patents Act** governs the use of a 'work' created by an individual or company.
- 7.9 A "work" is defined as something that is original, created with effort and a tangible entity - an idea cannot be copyright. If a work is produced as part of employment, then the owner will normally be the company that is the employer of the individual who created the work.
- 7.10 It's an offence to perform any of the following acts without the consent of the copyright owner: copy the work; rent, lend the work to the public; broadcast or show the work in public; or adapt the work.
- 7.11 For example, an individual may commit an offence by carrying out the above acts with work they have created while in our employment, e.g. showing documents, they wrote on how to manage Council procurement to a third party. An offence could also be committed with work that is licensed for use in the Council, e.g. copying training material that an individual found useful.
- 7.12 **The Equality Act 2010** legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone.

- 7.13 The Equality Act covers the same groups that were protected by existing equality legislation – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
- 7.14 Other relevant legislation:
- 7.14.1 Civil Evidence (Scotland) Act 1988
  - 7.14.2 Copyright (Computer Programs) Regulations 1992
  - 7.14.3 Freedom of Information (Scotland) Act 2002
  - 7.14.4 Human Rights Act 1998
  - 7.14.5 Counter Terrorism and Border Security Act (2019); Prevent Guidance
  - 7.14.6 Official Secrets Act 1989
  - 7.14.7 Criminal Procedure (Scotland) Act 1995.
  - 7.14.8 Public Records (Scotland) Act 2011
  - 7.14.9 Regulations of Investigatory Powers (Scotland) Act 2000.
  - 7.14.10 Serious Organised Crime and Police Act 2005
  - 7.14.11 The Civil Contingencies Act 2004
  - 7.14.12 The Communications Act 2003
  - 7.14.13 The Telecommunications (Lawful Business Practice Interception of Communications) Regulations 2000
  - 7.14.14 Wireless Telegraphy Act 2006

## **Integrated Impact Assessment**

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- 8.1 The integrated impact assessment is being completed in line with Council policy.

## **Risk assessment**

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- 9.1 The principles of information security are underpinned by legislation, and the consequences of a serious breach of information security are severe.
- 9.2 The risks of not implementing this policy include:
- 9.2.1 Distress or harm to individuals or organisations.
  - 9.2.2 Reputational damage to the Council.
  - 9.2.3 Financial loss or monetary penalty imposed.
  - 9.2.4 Detrimental impact on Council business and service delivery.



## Review

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- 10.1 The policy will be reviewed as and when a change to the existing policy deems this necessary, primarily because of: changes to legislation, best practice and guidance from specialist bodies such as the National Cyber Security Centre (NCSC).

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## Policy and Sustainability Committee

10.00am, Thursday 10 June 2021

### Welfare Reform Update

Item number	
Executive/Routine	Routine
Wards	All
Council Commitments	

#### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee notes:
  - 1.1.1 the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh; and,
  - 1.1.2 current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

**Stephen S. Moir**

Executive Director of Resources

Contact: Sheila Haig, Customer Manager, Transactions,  
Customer and Digital Services Division, Resources Directorate

E-mail: [Sheila.haig@edinburgh.gov.uk](mailto:Sheila.haig@edinburgh.gov.uk) | Tel: 0131 469 5088

## Welfare Reform Update

### 2. Executive Summary

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- 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

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- 3.1 The Welfare Reform update is reported to the Policy and Sustainability Committee on a quarterly basis and aligns with the Working Group meeting cycle. The last report was considered by Committee on 23 February 2021.

### 4. Main report

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#### Universal Credit (UC)

- 4.1 The Department for Work and Pensions (DWP) reported the following UC claims for Edinburgh on their interactive platform, Stat-Explore. The table shows the number of claims made to Edinburgh Jobcentre Plus offices up to 11 February 2021.

Jobcentre	Number of claims up to 11 February 2021	Claimants with no work element	Claimants with element of work	Claimants with no requirement to work
Leith	15616	7512	6193	1911
High Riggs	17644	8348	6929	2367
Wester Hailes	4956	2249	1893	814
<b>Total</b>	<b>38216</b>	<b>18109</b>	<b>15015</b>	<b>5092</b>

- 4.2 Confirmation has been received that from April 2021 to September 2021 UC claimants will continue to receive the £20 per week uplift to mitigate the impact of Covid-19.
- 4.3 From April 2021 the maximum repayment period for a UC advance increased to 24 months from 12 months. The maximum deduction from the standard allowance will also decrease from 30% to 25%.

## **Council Housing Services and Universal Credit (UC)**

- 4.4 As at 4 April 2021 there were 4984 Council tenants (27% of tenants) known to have made a claim for UC. The number of tenants on UC has steadily increased since the initial peak of the Coronavirus pandemic (54% since March 2020).
- 4.5 The housing service receives around 30 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 for more specialist UC support and advice, especially where tenants may be more vulnerable and require ongoing support to manage their claim.
- 4.6 Where tenants have complex needs or are in rent arrears and unable to manage payment of their own rent a direct payment of housing costs is made through Alternative Payment Arrangements or Scottish Choice (by tenant). Currently 3087 UC tenants have a direct payment arrangement in place.

## **Temporary and Supported Accommodation**

- 4.7 Homelessness services continue to experience high demands and the team has secured temporary accommodation for 1936 households since the pandemic began. This is in addition to the 2110 households that were already being accommodated when the pandemic began.
- 4.8 Work is ongoing with commissioned services to engage with rough sleepers, encouraging citizens to work with outreach services, who will assist with service access and securing accommodation. To date 150 rough sleepers have received support and accommodation.
- 4.9 The Haymarket Hub Welcome Centre is staffed and operated jointly between Bethany Christian Trust and CEC. It will remain open until 3 May 2021, providing 65 en-suite rooms for homeless people, including rough sleepers. Additional visiting support from the Edinburgh Access Practice and other agencies is also in place. CEC has committed a staff member to attend the Hub daily to identify the need for and arrange for alternative temporary accommodation. This has been successful in creating a greater move on capacity from the Welcome Centre.
- 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 housing costs, whilst continuing to receive the personal allowance element of UC.

## **Advice Services, Debt Advice and Welfare Rights**

- 4.11 The Council's Advice Shop continues to offer a remote advice service for welfare rights and debt advice. It also maintains a presence in the five Customer Resilience Centres to support citizens with limited digital or phone access.
- 4.12 The Council has made significant investment in advice resources to help tackle homelessness with 9 new posts being established in Advice Services. A multi-

disciplinary team is now being formed to proactively target people at risk of homelessness e.g. eviction due to rent arrears

- 4.13 Demand for debt advice has been lower than usual during the pandemic due to mitigating actions by Scottish Government, councils and creditors. Enquiries have, however, increased slightly over the last quarter of 20/21 due to the court system reopening.
- 4.14 Since September 2020 demand for welfare rights advice has been approaching pre-pandemic levels. The period April 2020 to March 2021 saw 6035 welfare rights enquiries to the Advice Shop, leading to financial gains totalling £8.3m through DWP, HMRC and local authority payments totalling £8.3m. This represents an average financial gain of £2177 per household per year.
- 4.15 Income maximisation training has been delivered to frontline services across the Council, as well as voluntary organisations in Edinburgh.
- 4.16 New parents registering the birth of a child in Edinburgh are now offered information and advice on possible benefit entitlements. This is aimed specifically at maximising take up of Scottish Child Payment, Child Benefit and Universal Credit to support the tackling of child poverty.

#### **Benefit Cap**

- 4.17 As of 31 March 2021, 207 households within Edinburgh 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	25	£51.55	12%
Private	65	£46.13	31%
Homeless	70	£216.56	34%
PSL	30	£45.57	15%
HA	17	£58.13	8%
Total	207	£83.59	100%

- 4.18 There are 530 households within Edinburgh subject to a reduction in their UC due to the Benefit Cap. This is the most up to date position provided by Department for Works and Pensions.

Average Weekly loss in Universal Credit	Number of households within range
£0.01 - £50.00	310
£50.01 - £100.00	140
£100.01 - £150.00	50
£150.01 - £200.00	30

- 4.19 Single households with/without children account for 350 of the capped UC cases and 180 households are couples with dependants. Discretionary Housing Payment has been awarded to 87 claims, totalling £220,866.62. Work is underway to identify citizens with a potential entitlement to DHP in order to promote take-up.

#### **Free School Meals and Clothing Grants**

- 4.20 Substitute payments for Covid-19 Free School Meals made during school closures from 18 January 2021 are detailed in the table below:

Periods	Number of children	Total
18 to 29 January 2021	7676	£172,773.00
01 to 12 February 2021	7778	£194,450.00
15 to 26 February 2021	7772	£194,300.00
01 to 12 March 2021	7806	£195,150.00

- 4.21 Covid-19 Free School Meals payments made for S1 to S6 pupils for the blended learning period between 15 March and 1 April 2021 totalled £105,980.00 for 3028 children.
- 4.22 Covid-19 Free School Meals payments made for the Easter holidays between 2 April to 19 April 2021 totalled £239,580.00 for 7986 children.
- 4.23 Covid-19 Spring Hardship Payments of £100.00 per child for school age children totalled £798,600.00 for 7986 children.
- 4.24 The table below details the number of Free School Meal and Clothing Grant awards that have been made to 31 March 2021, compared to the same period to 31 March 2020.

	Awards to 31 March 2020	Awards to 31 March 2021
Free School Meals	5950	8828
Clothing Grants	5337	8301

#### **Council Tax Reduction Scheme (CTRS)**

- 4.25 The National Settlement and Distribution Group allocated £26.49m CTRS funding to the Council for 2020/21 (£26.32m for 2019/20). As part of the response to COVID a further £2.43m was allocated to the Council by the Scottish Government. No significant changes were made to the scheme and Appendix 2 outlines the Council's CTRS spend to 31 March 2021 and the following table below details the number of citizens on CTRS from March 2020 to January 2021 (latest data provided by Scottish Government).

Month	Caseload
March	32,740
April	34,000
May	35,530
June	36,310
July	35,990
August	36,230

September	36,460
October	36,710
November	36,340
December	36,520
January	35,870

- 4.26 The National Settlement and Distribution Group has allocated £27.06m CTRS funding to the Council for 2021/22 (£28.92m for 2020/21). No significant changes have been made to the scheme this year.

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

- 4.27 The following table details the 2020/21 budget allocation:

Grant	Budget 2020/21	Additional Covid-19 allocation	Total Budget	2020/21 Spend April to 31 March
Crisis Grants	£1,481,874.60	£918,600.00	£2,400,474.60	£2,973,397.61
Community Care Grants	£987,916.40	£612,400.00	£1,600,316.40	£2,143,368.51
Total	£2,469,791.00	£1,531,000.00	£4,000,791.00	£5,116,766.12

- 4.28 As part of the Scottish Government's flexible hardship support funding an additional £1.155m was allocated to SWF to support increased awards to citizens in crisis.
- 4.29 There were 187 SWF 2<sup>nd</sup> Tier Reviews heard by the Scottish Public Services Ombudsman between 1 April 2020 and 31 March 2021. The Scottish Public Services Ombudsman upheld 58 appeals in the applicant's favour and found 129 appeals in the City of Edinburgh's favour.
- 4.30 The following table details the 2021/22 budget allocation:

Budget 2021/22	Additional Covid-19 allocation	Total Budget	Average Monthly Budget
£2,417,686.00	£0.00	£2,417,686.00	£201,473.83

### **Scottish Welfare Fund (SWF) – Self-Isolation Support Grant**

- 4.31 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 formally asked to self-isolate.
- 4.32 As at 31 March 2021, 1538 applications have been received and 706 awards made, totalling £353,000. The main reason for refusal is the citizen has not been asked to self-isolate through Test and Protect
- 4.33 A total of 122 appeals against the decision not to award have been made, with 45 of these awarded, totalling £22,500.



4.34 Where an application is refused, the applicant is advised to apply for a Scottish Welfare Fund Crisis Grant. If unsuccessful they are considered for a discretionary award from the Financial Security Fund. In instances where all financial options have been found not to be appropriate, applicants are referred to the food support pathway, being delivered in conjunction with EVOC.

**Additional Support for Citizens During Covid-19 Related Restrictions**

4.35 The Scottish Government has advised that all households currently eligible for the Council Tax Reduction Scheme or specific Council Tax exemptions will receive £130 of support. This will support around 40,000 Edinburgh households and the scheme is expected to launch in late spring, with all payments by October 2021.

4.36 The Council is supporting food security through the creation of a Food Charity Support Fund, with grants of up to £4000 available. This is aimed at Edinburgh based foodbanks and community food providers. By 31 March 2021, £88k of grants had been made to food agencies.

**Discretionary Housing Payments (DHP)**

4.37 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 £3.66m (£2.2m in 2019/20).

4.38 As of 31 March, the Council’s DHP financial position is:

Total Fund for 2020/21	£7,328,529.00*
Net Paid to Date	£6,501,238.65
Committed pending related benefit process	£23,720.25

*\*exclusive of additional 20% funding for under occupancy to be allocated in 2021.*

4.39 Appendix 3 details the budget spend/commit to 31 March 2021.

4.40 There have been 8205 DHP applications considered up to 31 March, of which 839 were refused. The overall refusal rate is 10.2%. The most common reason for refusal is where a customer’s income exceeds their expenditure.

4.41 Edinburgh’s DHP allocation for 2021/22 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 £2.41M or 50% 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 £1.68M

4.42 Scottish Government have advised that additional funding will be allocated in May 2021 for 'other DHPs' in 2021/22.

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

4.43 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 13 March 2021 is detailed in the following table.

Performance Indicator	Target	Actual
Days to process new benefits claims	28 days	17.03 days
Days to process change of circumstances	10 days	4.71 days

## **5. Next Steps**

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5.1 The Council continues to engage with all key stakeholders to ensure that support is targeted at those in need.

## **6. Financial implications**

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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, including rent arrears and changes to subsidy levels for temporary accommodation. 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 yearly efficiency savings; 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 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**

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- 7.1 The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake Integrated Impact Assessments when necessary for any of its proposals. Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty and financial exclusion. Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA, with the DWP, the Third Sector, the NHS and other partners
- 7.2 The Council is also engaging with citizens, both in and out of work, who rely on benefit income and tax credits.
- 7.3 The Council continues to participate in groups with the looking at the impacts of Welfare Reform, namely COSLA's Welfare Reform Local Authority Representative Group.
- 7.4 The Council is liaising with multiple third sector organisations across the city to support citizens throughout Covid-19 restrictions

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

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- 8.1 [Welfare Reform - Update to Corporate Policy and Sustainability Committee 23 February 2021](#)
- 8.2 [Welfare Reform - Update to Corporate Policy and Sustainability Committee 01 December 2020](#)
- 8.3 [Welfare Reform - Update to Corporate Policy and Sustainability Committee 25 February 2020](#)
- 8.4 [Welfare Reform - Update to Corporate Policy and Sustainability Committee 26 November 2019](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Benefit Cap Data (as at 31 March 2021)
- 9.2 Appendix 2 – Council Tax Reduction Scheme (CTRS) Distribution 2020/21
- 9.3 Appendix 3 – Discretionary Housing Payment (DHP) Fund Allocation 2020/21

**Benefit Cap Data (as of 31 March 2021)**Tenure – Homeless

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	3	£11.26
£30.01 - £50.00	5	£40.04
£50.01 - £75.00	0	£0.00
£75.01 - £100.00	5	£87.68
£100.01 - £150.00	16	£124.10
£150.01 - £200.00	8	£173.04
£200.01 - £300.00	14	£250.71
£300.01 - £400.00	12	£361.24
£400.01 - £500.00	6	£455.78
£500.01 +	1	£537.11

Tenure – Mainstream (Council)

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	10	£19.59
£30.01 - £50.00	5	£41.86
£50.01 - £75.00	3	£53.13
£75.01 - £100.00	3	£89.36
£100.01 - £150.00	4	£114.03

Tenure – Private

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	34	£13.02
£30.01 - £50.00	11	£37.57
£50.01 - £75.00	6	£65.06
£75.01 - £100.00	5	£88.14
£100.01 - £150.00	7	£130.62
£150.01 +	2	£198.41

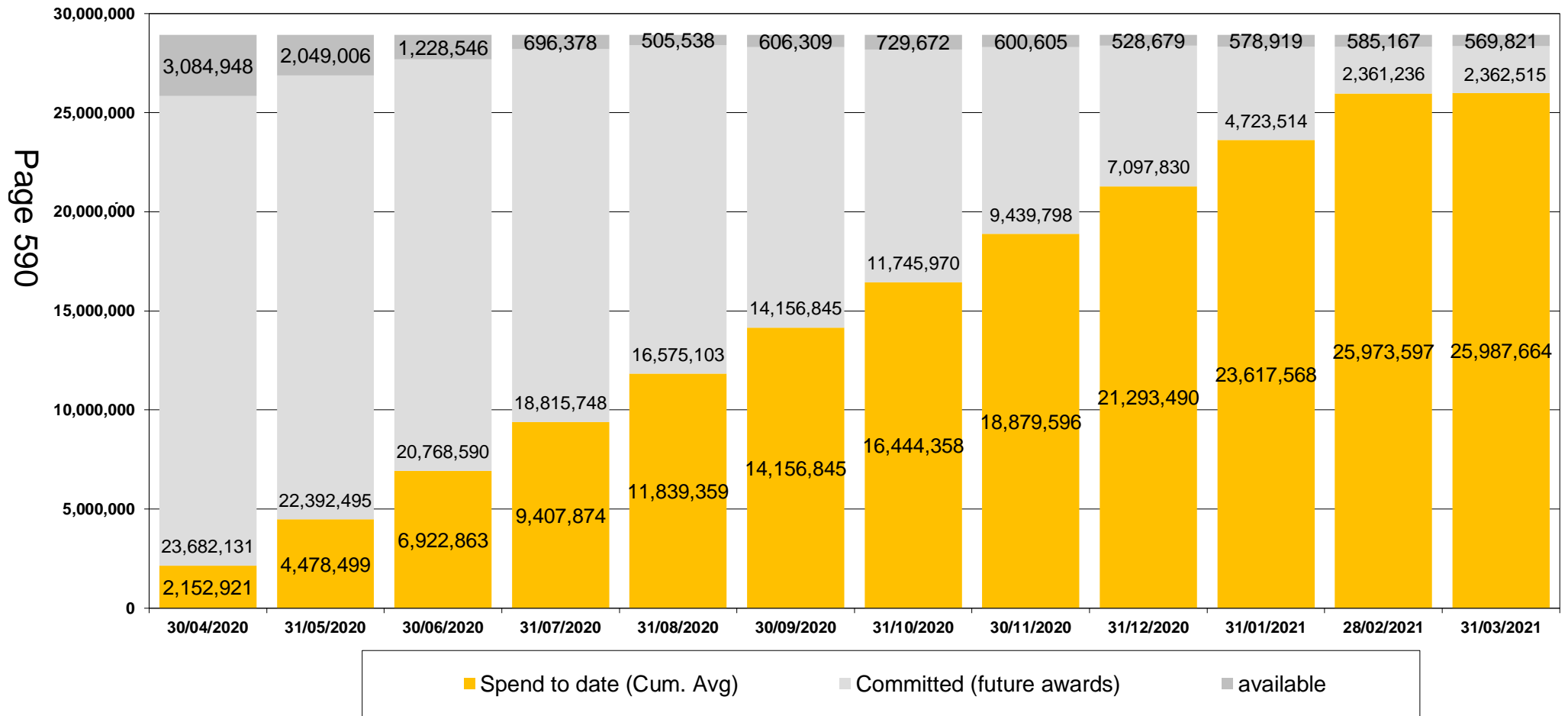
Tenure – Housing Association

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	8	£17.10
£30.01 - £50.00	2	£38.30
£50.01 - £75.00	1	£50.95
£75.01 - £100.00	3	£94.15
£100.01 - £150.00	2	£105.48
£150.01+	1	£230.51

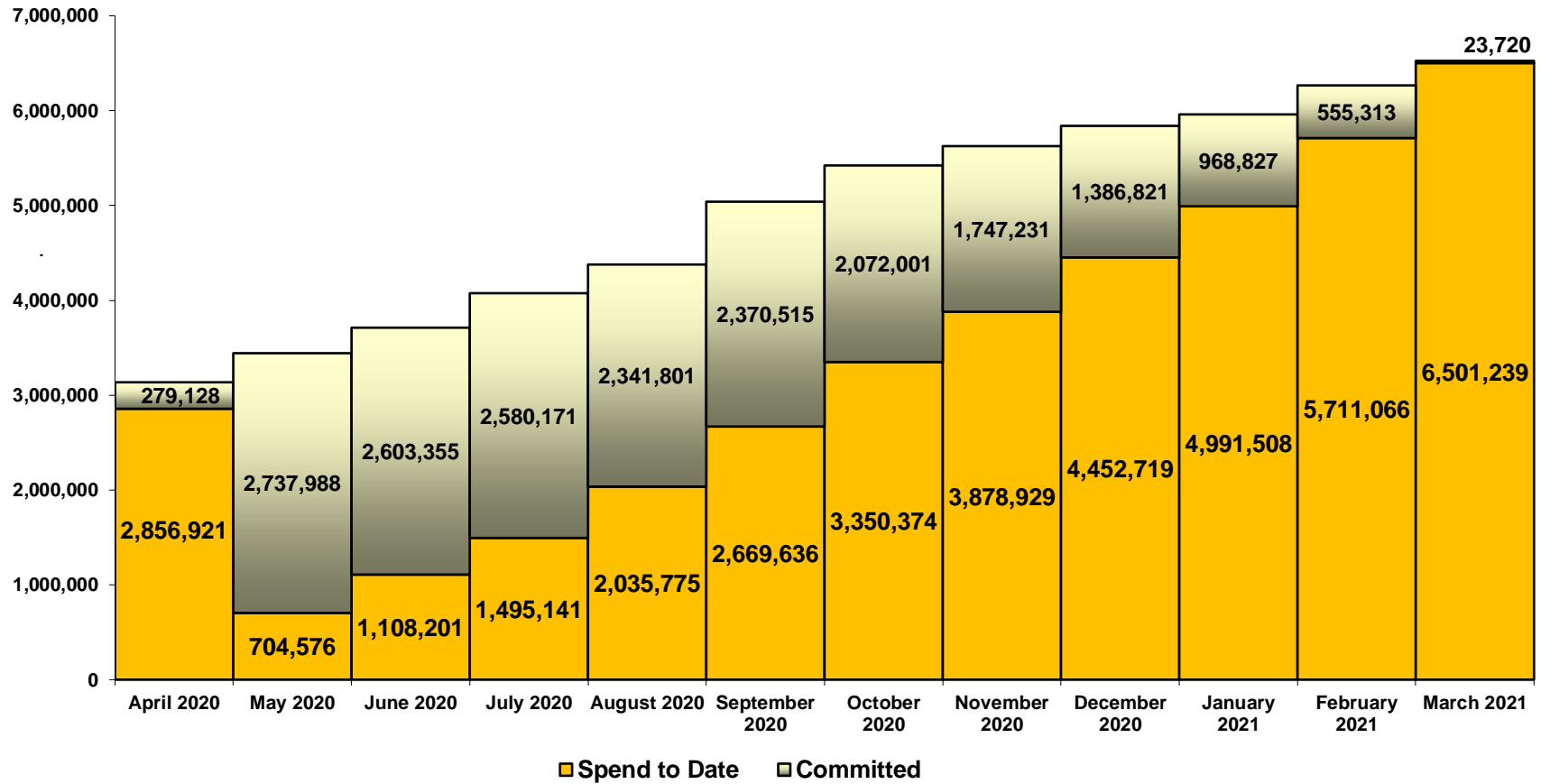
## Tenure – PSL

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	17	£10.27
£30.01 - £50.00	6	£36.58
£50.01 - £75.00	1	£59.14
£75.01 - £100.00	1	£87.17
£100.01 - £150.00	2	£122.35
£150.01 - £200.00	2	£172.06
£200.01+	1	£237.94

### CTRS Distribution 2020/21



DHP Fund Allocation 2020/21



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# Policy and Sustainability Committee

10.00am, Tuesday, 10 June 2021

## Contact Centre Performance: January – March 2021

Item number	
Executive/Routine	Routine
Wards	All
Council Commitments	

### 1. Recommendations

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- 1.1 It is recommended that the Committee notes:
- current performance trends within the Contact Centre;
  - ongoing improvement activities to ensure that Council services are easy to access, and citizen queries and complaints are dealt with effectively; and,
  - service delivery changes as a result of COVID-19 restrictions.

**Stephen S. Moir**

Executive Director of Resources

Contact: Lisa Hastie, Customer Contact Manager

Customer and Digital Services Division, Resources Directorate

E-mail: [lisa.hastie@edinburgh.gov.uk](mailto:lisa.hastie@edinburgh.gov.uk) | Tel: 0131 469 5012

## Contact Centre Performance: January – March 2021

### 2. Executive Summary

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- 2.1 The report details Contact Centre performance for January to March 2021 and outlines associated service improvement activities, as well as changes to service delivery because of COVID-19 restrictions and ongoing recovery action.

### 3. Background

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- 3.1 Committee receives quarterly updates on Contact Centre performance, trends, and ongoing service improvement activities. This report focuses on the reporting period January to March 2021. The data is based on a call performance target of 60% of calls answered within 60 seconds, as agreed by Committee in August 2018.

### 4. Main report

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#### Overview

- 4.1 The Contact Centre team aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from other Council services. The Contact Centre team currently supports phone calls (inbound and outbound), e-mails, social media channels, web chat and chat bot functionality.

#### Current Trends and Service Performance

- 4.2 The Contact Centre continue to operate a blended home working and office-based model as a result of COVID restrictions. This model has proved successful with all services operational.
- 4.3 The Contact Team has continued to support a range of additional COVID related support functions. This includes support for shielding and vulnerable citizens, financial support through benefits and crisis grants and support for those self-isolating. The shielding and vulnerable phone lines continued to operate during the reporting period, and resource was redistributed from across the team to support these services. The team handled 2522 inbound calls and 211 emails during the period January to March 2021, providing guidance and support to Edinburgh

residents. The team also carried out over 5,441 outbound welfare calls during the same period.

- 4.4 These initiatives continue to create additional resourcing and logistical pressures for the processing and contact teams within Customer and are being managed through dynamic workforce management plans.
- 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 January to March 2021 was 141,346, a decrease from the same reporting period in 2020 where 183,762 calls were handled. The reduction in overall contact is down to services such as Housing Repairs operating an emergency only service during the current reporting period and citizens using alternative channels of contact;
  - 89% of lines met or exceed the service level of answering 60% of calls within 60 seconds during the current reporting period;
  - 30 of 37 lines achieved the stretch abandonment target of 8%; and,
  - Social Media (Twitter contact) saw an increase in volumes with 44,807 tweets received between January to March 2021, a 34% increase on volumes received in the last reporting period. Volumes across social media platforms continue to demonstrate citizen's appetite to use other contact channels for service enquiries. This aligns with the Council's Digital and Smart City Strategy.
- 4.6 Complaint levels remain comparatively low, with complaints recorded against Contact Centre activity equating to less than 1% of calls handled by the Contact Centre in the reporting period. The largest complaint theme relates to service failure. The Contact Centre team continues to work closely with relevant Council service areas to ensure that accurate service commitments, feedback and the clear management of expectations are given to service users with complaint volumes reducing month on month in the current reporting period.

### **Cash Handling – Local Offices**

- 4.7 Following the successful removal of cash payments in six local offices in April 2019 (Kirkliston, South Queensferry, Pilton, Craigmillar, Captain's Road, and Drumbrae), the intention had been to remove this functionality from the remaining offices, 249 High Street and Wester Hailes in April 2020. As a result of the pandemic, no cash payments have been taken at 249 High Street or Wester Hailes over the last 12 months, with citizens making use of alternative payment method e.g. online, phone, PayPoint, Direct Debit, Standing orders etc. When the Council's local offices fully reopen, it is expected that there will be no cash payment service, as other methods of payment are available to customers and have been successfully supported and accessed since March 2020.

## Ongoing Projects and Improvement Activities

- 4.8 The Scottish Welfare fund (SWF) service level has been maintained during the reporting period despite a continued increase in demand. During this reporting period the team processed 12,572 applications, an 83% increase when compared with the same period in 2020. This increase is attributable to the social and economic impact of COVID and the proactive promotion of the Fund with the team paying out £2,089,715.03 compared to £739,844.19 for the same period in 2020.
- 4.9 As a result of COVID the Scottish Welfare Fund team has also been managing the Scottish Government's Self-Isolation grant process, handling 667 inbound calls in the current reporting period and processing 994 online applications. The team has paid out £225k to Edinburgh citizens.
- 4.10 Day to day operations in the Repairs Direct team have been significantly impacted by COVID. During the current reporting period the service have been operating an emergency only service. Volumes have remained high with 17,649 inbound calls handled as well as 19,999 outbound calls and 4947 emails. The team has worked with Housing Property in readiness for the return to a full service in April 2021.
- 4.11 The General Enquiries line handled 26,174 calls during the period January to March 2021. This is an 96% increase on calls handled in the same reporting period in 2020. This reflects the increased contact from citizens seeking advice on wider Council services.
- 4.12 Call volumes across waste services remain stable with citizens utilising alternative contact channels - 67% of our citizens have self -served through the telephony call routing system (IVR), with a large proportion utilising online forms. 29,212 forms were processed for Garden Waste and New Bin requests in the current period.
- 4.13 Council Tax, Benefits and Debt Services have experienced significant pressure and service levels have been impacted as a result of the volume of reminders issued to residents in the current reporting period (63,221 issued compared to 31,825 issued in the same period in 2020). This reflects the different approach to Council Tax arrears that was adopted in 2020/21.
- 4.14 The Social Care Direct team has been augmented to tackle service pressures, with capacity added through multi skilling and a review of online contact activities. Further automation of online functionality is also being explored. The Social Care Direct has also supported shielding and vulnerable inbound calls due to the linked nature of the services.
- 4.15 Customer Contact has continued to work closely with the Improvement Service to support the rollout of the online portal for National Entitlement Cards and Bus Passes. Citizens can now process online applications for Disabled Concessionary Cards, 60+ Bus Pass and Young Scot cards with 970 applications processed in the current reporting period. Replacement cards and renewals are scheduled for rollout to the online platform in Q2 of 2021.
- 4.16 Contact teams continue to play a pivotal role in supporting the Council's Critical Response Centres (CRC). This has ensured appropriate face to face support services, as well as supporting outbound calls for citizens self-isolating, and handling 3665 emails via the locality email accounts. For the reporting period

January to March 2021, 3635 citizens made use of these critical services, with 1901 of these citizens being signposted to appropriate contact channels.

- 4.17 The Customer Team is committed to using technology to improve the customer experience and provide greater service choice. The Council's customer platform (Verint) now supports a range of online forms for services including Sheltered Housing, Bulky uplifts, Planning and Building Standards and Network Management and Enforcement services. This ongoing work will deliver further back office system integration to help effectively manage customer contact.
- 4.18 The Council utilised the platform to develop applications to support the 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.
- 4.19 The team is now considering various customer authentication options and ways to promote a single view of the customer, and these will be progressed in 2021. A range of service projects are also ongoing, which will improve the customer journey:
- Fully integrated Housing Repairs service with online capability
  - Development of searchable service knowledge base, that can be accessed by customers and council staff.
  - Online payment functionality for key services
- 4.20 These new features are part of the Customer teams ongoing commitment to deliver simple and easy to access online services.

## **5. Next Steps**

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- 5.1 Performance will continue to be reviewed against target to ensure issues are addressed and service level improvements are achieved.
- 5.2 The use of technology continues to play an important role new technology and systems will be implemented throughout 2021 to better improve the service user experience and help achieve further saving targets. Future Reports will detail alternative channel volumes to provide a rounded view of citizen contact.
- 5.3 The use of new technology will allow the Contact Centre to continue to operate a blended model of office and home working.

## **6. Financial impact**

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- 6.1 Operational savings were delivered through a leadership review in 2021 and no further organisational savings are expected at this time. The team will continue to drive efficiency within 2021/22 and this will be achieved through greater self-service, improved call handling skills and a multi skilling programme.

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

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- 7.1 There are no direct equalities implications arising from this report. The Council continues to progress a primarily digital by design approach to ensure that all service users 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 will be reviewed in relation to 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**

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- 8.1 [Customer Performance Update January - March 2019 - Report to Corporate, Policy and Strategy - May 2019](#)
- 8.2 [Customer Performance Update April - June 2019 - Report to Policy and Sustainability Committee - August 2019](#)
- 8.3 [Customer Performance Update July - September 2019 - Report to Policy and Sustainability Committee - November 2019](#)
- 8.4 [Customer Performance Update October - December 2019 - Report to Policy and Sustainability Committee - February 2020](#)
- 8.5 [Customer Performance Update January - September 2020 - Report to Policy and Sustainability Committee - December 2020](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Customer Centre Performance Data

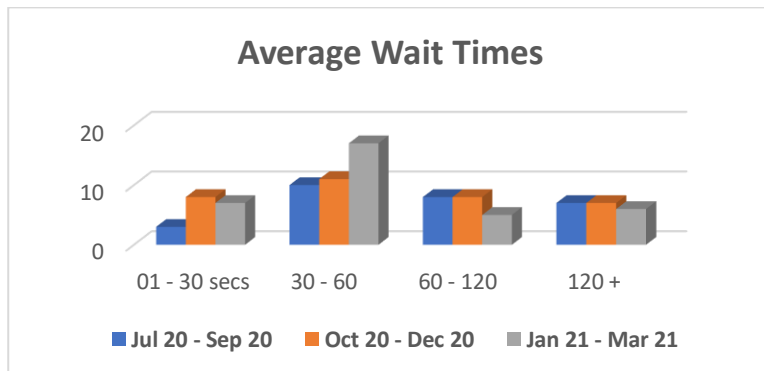
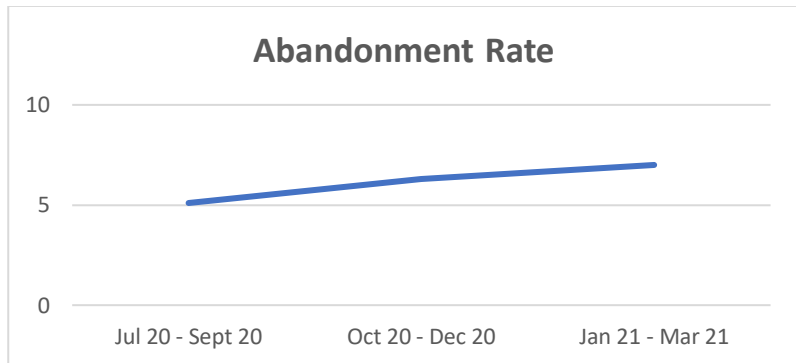
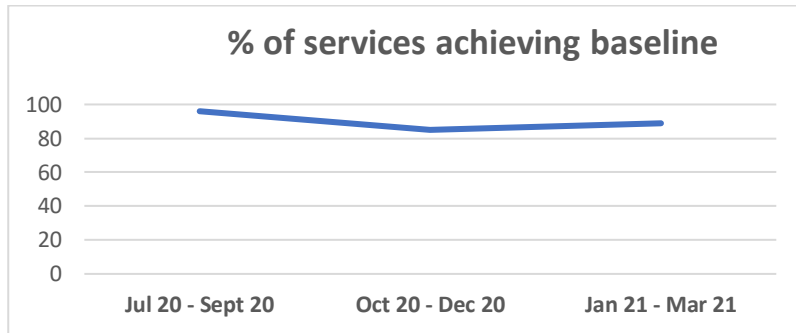
## Contact Centre - Performance Data

Contact Activity & Timescale	% Calls answered within 60 seconds SLA target of 60%				Trend Oct – Dec 20 / Jan – Mar 21	Abandonment target – not exceed 10%, with a stretch target of 8%					Average Wait Times			
	Jul – Sep 20	Oct – Dec 20	Jan – Mar 21	Jul – Sep 20		Oct – Dec 20	Jan- Mar 21	Total Calls Handled Jan – Mar 21	Trend Oct – Dec 20 / Jan – Mar 21	Jul – Sep 20	Oct – Dec 20	Jan – Mar 21	Trend Oct – Dec 20 / Jan – Mar 21	
Central Emergency Serv	75%	76%	76%	▲	7.2%	4.6%	5.1%	7747	▲	01:19	01:05	01:00	▼	
C & F Professional Child	61%	57%	57%	↔	8.9%	11.7%	12.4%	763	▲	01:33	02:05	02:10	▲	
C & F Public Child	61%	60%	54%	▼	7.2%	9.3%	10.8%	1716	▲	01:31	01:45	02:08	▲	
SCD Emergency Clarence	81%	87%	85%	▼	3.6%	2.5%	3.3%	177	▲	00:41	00:27	00:38	▲	
		80%	75%	▼		5.3%	4.7%	2197	▼		00:46	00:47	▲	
Council Tax	64%	35%	34%	▼	8.7%	13.3%	15.6%	21099	▲	02:41	07:22	07:50	▲	
Benefits	66%	58%	41%	▼	2.9%	4.3%	10.8%	4484	▲	02:20	03:31	06:44	▲	
NDR	61%	71%	60%	▼	2.0%	2.2%	5.8%	2557	▲	02:38	02:05	04:38	▲	
Food Bank	71%	68%	81%	▲	6.2%	9.1%	5%	1557	▼	01:29	01:37	00:46	▼	
Emergency Home Care	84%	79%	82%	▲	9.3%	8.4%	5.9%	650	▼	00:45	00:50	00:40	▼	
Emergency Home Care	82%	82%	81%	▼	6.6%	7.1%	7.8%	4854	▲	00:42	00:44	00:47	▲	
Emergency Social Work	71%	77%	86%	▲	16%	7.5%	7.7%	216	▲	01:20	01:00	00:35	▼	
1 Edinburgh		76%	67%	▼		6.4%	5.5%	2286	▼		01:00	01:08	▲	
Repairs Direct	77%	76%	80%	▲	4.0%	3.9%	3.9%	17649	↔	01:00	01:15	00:57	▼	
Repairs Planners	97%	89%	92%	▲	1.2%	3.9%	3.8%	3861	▼	00:10	00:23	00:18	▼	
SCD Professional Adult	72%	76%	70%	▼	6.4%	4.0%	4.6%	579	▲	01:01	00:50	00:59	▲	
SCD Public Adult	60%	69%	62%	▼	12.9%	9.0%	10.4%	8869	▲	02:10	01:30	01:47	▲	
Scottish Welfare Fund	86%	70%	74%	▲	1.3%	3.7%	5.3%	4412	▲	00:50	02:03	02:13	▲	
Repairs - Tradesman	82%	83%	87%	▲	4.3%	3.1%	3.7%	6243	▲	00:36	00:34	00:26	▼	
Waste Special Uplifts	82%	80%	66%	▼	2.1%	1.8%	2.2%	628	▲	00:49	01:05	01:16	▲	
Waste	75%	89%	76%	▼	1.4%	0.9%	1.4%	1279	▲	01:07	00:25	00:42	▲	
Environment	61%	85%	76%	▼	7.7%	1.3%	0.7%	670	▼	02:26	00:59	00:51	▼	
FM Helpdesk	89%	84%	89%	▲	4.9%	7.3%	4%	1504	▼	00:21	00:33	00:23	▼	
Building Standards		80%	75%	▼		0.5%	2.2%	571	▲		00:41	00:53	▲	
Planning		83%	77%	▼		1.4%	2.8%	342	▲		00:42	00:50	▲	
PBS Building Payments	63%	86%	87%	▲	9%	1.9%	2.8%	141	▲	01:39	00:22	00:29	▲	
Supply Hub	79%	82%	77%	▼	14.1%	14.7%	17.6%	155	▲	00:28	00:26	00:15	▼	
Debt Services		45%	66%	▲		13.6%	7.4%	2518	▼		02:14	00:52	▼	
Garden Waste	42%	91%	74%	▼	25.4%	1.4%	3.8%	1496	▲	00:43	00:21	01:04	▲	
General Enquiries	82%	85%	85%	↔	3.4%	2.4%	3.3%	26174	▲	00:37	00:28	00:26	▼	
Shielding	84%	83%	72%	▼	5.9%	1.9%	6.3%	1588	▲	00:54	00:26	00:57	▲	
Vulnerable	79%	79%	78%	▼	6.1%	3.7%	4%	934	▲	00:53	00:42	00:45	▲	
Annual Gas Servicing	67%	87%	92%	▲	19.8%	4.7%	2.5%	1975	▼	02:14	00:50	00:29	▼	
Self-Isolation Payments		69%	70%	▲		9.1%	7.9%	667	▼		02:06	01:40	▼	
Locality Lines			82%				4%	5028				00:31		
Homelessness			85%				4.9%	1380				00:34		
Licensing Payments			67%				11.5%	2176				01:55		

Shading highlight lines that were partially closed during the reporting period or linked to new service delivery.

## Contact Centre Performance Overview

### Performance Measures



### Commentary

- 37 lines reported during the reporting period January – March 2021.
- 141,346 calls were handled during January – March 2021.
- 33 out of 37 lines met or exceeded service in the period January – March 2021.

- The Contact Centre answered 93% of all calls received. This is based on 37 lines open and a blended approach of home and office working.
- 30 lines achieved the 8% stretch 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.
- Longer wait times (over 120 seconds) however reduced when compared with previous period.