

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 20th April, 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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

- 3.1 If any

4. Minutes

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6. Business Bulletin

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- a) Best Value Assurance Audit Response – Report by the Chief Executive 71 - 84
- b) Edinburgh Partnership Best Value Audit Improvement 85 - 92

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7.11	Scottish Government Heat in Buildings Strategy Consultation – Report by the Chief Executive	353 - 364
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7.13	People Strategy 2021-2024 – Report by the Executive Director of Resources	415 - 434
7.14	Strategic Workforce Plan 2021-2024 – Report by the Executive Director of Resources	435 - 468

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| 7.15 | Edinburgh Declaration on Biodiversity – Report by the Executive Director of Place | 469 - 482 |
| 7.16 | Seafield Sounding Board – Report by the Executive Director of Place

(Note: Councillors Booth, Mary Campbell, Child, Griffiths, Laidlaw, Munro and Ethan Young have been called for this item) | 483 - 486 |
| 7.17 | Anti-Social Behaviour Motion Report – Report by the Chief Social Work Officer

(Note: Councillor Doggart has been called for this item) | 487 - 524 |

8. Routine Decisions

- | | | |
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| 8.1 | Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 - referral from the Governance, Risk and Best Value Committee | 525 - 638 |
|------------|--|-----------|

9. Motions

- 9.1** If any

Andrew Kerr

Chief Executive

Committee Members

Councillor Adam McVey (Convener), Councillor Cammy Day (Vice-Convener), Councillor Robert Aldridge, Councillor Kate Campbell, Councillor Nick Cook, Councillor Neil Gardiner, Councillor Gillian Gloyer, Councillor Graham Hutchison, Councillor Lesley Macinnes, Councillor John McLellan, Councillor Melanie Main, Councillor Rob Munn, Councillor Ian Perry, Councillor Alex Staniforth, Councillor Susan Webber, Councillor Donald Wilson and Councillor Iain Whyte

Information about the Policy and Sustainability Committee

The Policy and Sustainability Committee consists of 11 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

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

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 23 February 2021

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Kate Campbell, Gloyer, Hutchison, Macinnes, Main, McLellan, Mowat (substituting for Councillor Cook), Munn, Perry, Frank Ross (substituting for Councillor Gardiner items 1-9), Staniforth, Webber, Whyte, Wilson and Work (substituting for Councillor Gardiner (items 10-20)).

1. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 1 December 2020 as a correct record.

2. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 23 February 2021 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 23 December 2021, submitted.)

3. Policy and Sustainability Committee Rolling Actions Log

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

Decision

1) To agree to close the following actions:

Action 3 – City of Edinburgh Council – Motion by Councillor Lang – Use of Schools as Polling Places

Action 5 – Neighbourhood Alliance – Grant Funding Payment

Action 8 – Adaptation and Renewal Programme Update

Action 9 – Public Realm CCTV Update

Action 10 – Review of Political Management Arrangements

Action 11 – Adaptation and Renewal Programme Update

Action 13 - City of Edinburgh Council – Motion by Councillor Webber – Pavements and People

Action 14 – Adaptation and Renewal Programme Update

Action 16 – Appointments to Working Groups 2020/21

Action 17 – Re-opening of Public Conveniences

Action 20 – Health and Social Care Savings - Motion by Councillor Whyte

Action 21 – Adaptation and Renewal Programme

2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

4. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 23 February 2021 was submitted.

Decision

To note the Business Bulletin.

(Reference – Business Bulletin 23 February 2021 December 2020, submitted.)

5. Police Scotland

Chief Superintendent Scott and Superintendent Rennie provided an update for April to December 2020 on Police Scotland's City of Edinburgh Division city-wide plans, policies and performance.

Decision

To note the update.

(Reference – report by the Chief Executive, submitted)

6. COVID19 Impact on Care Homes in Edinburgh

In response to a motion by Councillor Webber, details were provided on the impact of COVID19 on care homes in Edinburgh which had been developed in collaboration with NHS Lothian and Public Health Scotland (PHS)

Motion

To note the report by the Chief Officer, Edinburgh Health and Social Care Partnership.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the report by the Chief Officer, Edinburgh Health and Social Care Partnership.
- 2) To note that despite the information provided, the detail and explanation to explain why Care Homes in Edinburgh had a disproportionately high number of deaths from COVID-19 was not provided, nor was there an explanation of why

Council, NHS and larger care homes were more susceptible to an outbreak or the actions that could have been taken to avoid this in such homes.

- 3) To agree that without this understanding, the Community Health Partnership would not be in a position to prevent such tragic events from being repeated as part of its resilience planning and instruct that a further report be provided giving an explanation and suggested actions to prevent a similar situation recurring.

- moved by Councillor Webber, seconded by Councillor Whyte

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 25 June 2020 (item 4); report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

7. Adaptation and Renewal Programme Update

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in period 13 September 2020 to 17 February 2021 and the latest Covid-19 Dashboard including progress updates for the Adaptation and Renewal programme and the monitoring of the draft Council Business Plan which was considered by Council on 18 February 2021.

Decision

- 1) To note the Council's latest Covid-19 position following the most recent statement from the First Minister on 16 February 2021 and associated Scottish Government guidance.
- 2) To note the Covid-19 Response Dashboard outlined at Appendix 1 to the report by the Chief Executive.
- 3) To note the decisions taken to date under urgency provisions from 13 September to 17 February 2021 outlined at Appendix 2 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.

- 5) To note that the draft Council Business Plan was considered by Council on 18 February 2021, and the next steps for the development of a planning and performance framework.

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

8. Best Value Assurance Audit Response

Elected members had previously considered a report noting the findings of the Best Value Assurance Report, the approach to ensure a comprehensive and holistic response to the audit and provided feedback on priority areas for improvement. It was also noted that the improvement actions arising from the report would be addressed in the refreshed Council's Business Plan with a specific request for further consideration of genuine local community empowerment.

Details were provided on the comprehensive approach being progressed to respond to the Best Value Assurance Audit recommendations

Motion

- 1) To note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.
- 2) To note that a further progress report would be brought to the April meeting of the Policy and Sustainability Committee.
- 3) To agree, following the implementation of the Planning and Performance Framework, the actions to address the Best Value Assurance Report recommendations (as set out at Appendix 1 to the report by the Chief Executive) would be integrated into the Business Plan performance reporting cycle.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the update in response to the Best Value Assurance Audit Report recommendations and that almost all decisions were deferred until the April reporting cycle of this Committee.
- 2) To note the intention that the Planning and Performance Framework and the actions to address the Best Value Assurance Report recommendations (as set out at Appendix 1 to the report by the Chief Executive) would be integrated into the Business Plan performance reporting cycle but agree to defer this decision until the Planning and performance Framework was considered by Committee.
- 3) To note with regret that no new proposals had been made to address the Committee's specific request to have "further consideration of genuine local community empowerment" and agree that an action plan be drawn up for consideration detailing options based on successful schemes in other cities.

- moved by Councillor Whyte, seconded by Councillor Hutchison

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 1 December 2020 (item 9); Governance, Risk and Best Value Committee of 8 December 2020 (item 10): Act of Council No 9 of 10 December 2020: report by the Chief Executive, submitted.)

9. Petition for Consideration – Introduce Buffer Zones Around Clinics that Provide Abortion Services

Details were provided on a valid petition entitled 'Introduce buffer zones around clinics that provide abortion services' which had been received. The petition had received 4880 signatures and called on the Council to call on Joe Fitzpatrick MSP, the Minister for Public Health, Sport and Wellbeing, to introduce buffer zone legislation to protect women, transmen and non-binary people in Edinburgh from harassment outside hospitals and clinics.

Motion

- 1) To note the petition as set out in Appendix 1 to the report by the Chief Executive.
- 2) To further note the work and engagement already carried out on this issue locally, as set out in the report, following approval of a motion by Councillor Miller.
- 3) To note with concern that a majority of women attending the clinic felt uncomfortable when being confronted with protesters when accessing medical care.
- 4) To note that COSLA was aware of the issue and acknowledged that a national and collaborative partnership approach was required to make progress.
- 5) To agree that the Council Leader write to COSLA's Community Wellbeing Spokesperson to seek a COSLA mandate from Councils for the Scottish Government to use any required statutory instruments to implement buffer zones at all clinics across Scotland and mandate the Leader to engage with the Scottish Government and write to Scottish ministers and COSLA as required to support that aim.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note that the petition called for new legislation which was not a matter within the competence of the Council and was for the Scottish Parliament to determine.
- 2) To note that the Scottish Parliament had a petitions process through the Public Petitions Committee.
- 3) To therefore agree to refer the petitioners to the Scottish Parliament's Public Petition process.

- moved by Councillor Whyte, seconded by Councillor Webber

Voting

The voting was as follows:

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

(For the motion: Lord Provost, Councillors Aldridge, Kate Campbell, Day, Gloyer, Macinnes, Main, McVey, Munn, Perry, Staniforth and Wilson.)

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

Decision

To approve the motion by Councillor McVey.

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

10. Appointments to Working Groups

The Committee had previously appointed members to its various Working Groups

The Committee were now asked to formally appoint a Short Term Lets Working Group, a revised membership of the West Edinburgh All Party Oversight Group to reflect the dissolution of Locality Committees, and to confirm the charring arrangements for both the West Edinburgh All Party Oversight Group and the Edinburgh Waterfront All Party Oversight Group.

The Committee were also asked to formally dissolve the Brexit Working Group

Motion

- 1) To formally establish a Short Term Lets Working Group and agree the proposed membership and remit at Appendix 1 to the report by the Chief Executive.
- 2) To agree the revised membership of the West Edinburgh All Party Oversight Group at Appendix 2 to the report and the Edinburgh Waterfront All Party Oversight Group at Appendix 3 to the report and note that the membership of the Edinburgh Waterfront All Party Oversight Group should no longer refer to members of Locality Committees and as such that Councillor Child be removed as a member of this Group.
- 3) To agree the dissolution of the Brexit Working Group (Appendix 4 of the report).

- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

- 1) To reject the establishment of a Short Term Lets Working Group given the Scottish Government's decision to withdraw legislation on this matter until after the Scottish Parliament elections and agree that any discussion or decisions on this matter, post engagement work by officers should be discussed in public at Committee.
- 2) To agree a revised membership of the West Edinburgh All Party Oversight Group and Edinburgh Waterfront All Party Oversight Group that mirrored the proportionality of both the Full Council and the included Wards, to ensure ALL local ward Councillors felt they were in a position to empower, represent and reflect the views of the residents.
- 3) To agree the dissolution of the Brexit Working Group (Appendix 4 of the report by the Chief Executive).

- moved by Councillor Webber, seconded by Councillor McLellan

Amendment 2

To add to the motion by Councillor McVey:

- 4) To note that the remit of the Brexit Working Group would be covered by the Policy and Sustainability Committee and that reports on Brexit would still come to the committee if and when required.

- moved by Councillor Staniforth, seconded by Councillor Main

Amendment 3

- 1) To reject the establishment of a Short Term Lets Working Group given the Scottish Government's decision to withdraw legislation on this matter until after the Scottish Parliament elections and agree that any discussion or decisions on this matter, post engagement work by officers should be discussed in public at Committee.
- 2) To agree the dissolution of the Brexit Working Group (Appendix 4 of the report by the Chief Executive).

- moved by Councillor Aldridge, seconded by Councillor Gloyer

In accordance with Standing Order 22(12), Amendment 2 was accepted as an addendum to the motion.

Voting

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

(For the Motion (as adjusted): Councillors Kate Campbell, Day, Macinnes, Main, McVey, Munn, Perry, Staniforth, Wilson and Work.

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

For Amendment 3: Councillors Aldridge and Gloyer.)

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To formally establish a Short Term Lets Working Group and agree the proposed membership and remit at Appendix 1 to the report by the Chief Executive.
- 2) To agree the revised membership of the West Edinburgh All Party Oversight Group at Appendix 2 to the report and the Edinburgh Waterfront All Party Oversight Group at Appendix 3 to the report and note that the membership of the Edinburgh Waterfront All Party Oversight Group should no longer refer to members of Locality Committees and as such that Councillor Child be removed as a member of this Group.
- 3) To agree the dissolution of the Brexit Working Group (Appendix 4 of the report).
- 4) To note that the remit of the Brexit Working Group would be covered by the Policy and Sustainability Committee and that reports on Brexit would still come to the committee if and when required.

(References: Policy and Sustainability Committee of 6 October 2020 (item 13); report by the Chief Executive, submitted.)

11. Update on the Re-opening of Public Conveniences

Details were provided on the current position on Edinburgh's public conveniences and proposed arrangements going forward together with an update on the impact of the COVID19 pandemic on the current Community Toilet Scheme.

Motion

- 1) To note the guidance for public conveniences published in June 2020 recognised the risk of transmission of COVID-19 was high in public conveniences and therefore required enhanced cleaning, over and above what was normally in place was required, alongside measures to protect customers and staff to minimise the risk to public health in facilities which were open.
- 2) To approve the continued opening of seven public conveniences in the city, as those set out in paragraph 3.1 in the report by the Executive Director of Place.
- 3) To refer the report by the Executive Director of Place to full Council for approval of continued funding from Council reserves to keep these seven public conveniences open.
- 4) To note that the strategy on public conveniences would be reported to the Transport and Environment Committee in April 2021.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the guidance for public conveniences published in June 2020 recognised the risk of transmission of COVID-19 was high in public

conveniences and therefore required enhanced cleaning, over and above what was normally in place was required, alongside measures to protect customers and staff to minimise the risk to public health in facilities which were open.

- 2) To approve the continued opening of seven public conveniences in the city, as those set out in paragraph 3.1 to the report by the Executive Director of Place.
- 3) To refer the report by the Executive Director of Place to Full Council for approval of continued funding from Council reserves to keep these seven public conveniences open.
- 4) To note that the strategy on public conveniences would be reported to the Transport and Environment Committee in April 2021.
- 5) To note that any easing of Lockdown was likely to be gradual and that outdoor recreation and meetings would remain a key part of social interaction during Summer 2021 at a minimum therefore to agree that an action plan be presented to the next meeting of the Policy and Sustainability Committee listing the available public convenience premises in the City that could be reinstated along with capital and revenue costings for each one.
- 6) To note that the alternative budget position presented by the Conservatives permitted additional public convenience locations to be opened and did not rely on the use of reserves.
- 7) To note that whilst Edinburgh remained in any degree of Covid 19 Lockdown, the Community Toilet Scheme should not be presented as an alternative to the City of Edinburgh Council providing safe public conveniences across the city.

- moved by Councillor Webber, seconded by Councillor Whyte

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

(References – Act of Council No 12 of 15 October 2020; Policy and Sustainability Committee of 9 July 2020 (item 11); report by the Executive Director of Place, submitted.)

12. City Strategic Investment Fund Allocations

An update was provided on the Strategic Programme element of the City Strategic Investment Fund (CSIF) and approval sought for new allocation proposals to take

forward the development of a strategic business case in relation to the findings of the second Edinburgh Sustainable Strategic Transport Study (ESSTS2) and a Heat and Energy Study.

Motion

To agree that the City Strategic Investment Fund (CSIF):

- a) make new allocations to take forward the development of a strategic business case for the second Edinburgh Sustainable Strategic Transport Study (ESSTS2) and to carry out a Heat and Energy Study; and
- b) adjust the Edinburgh City Centre Transformation (ECCT) and West Edinburgh allocations as set out in the report by the Executive Director of Place and in Appendix 1 to that report.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

To agree that the City Strategic Investment Fund (CSIF):

- a) make a new allocation to carry out a Heat and Energy Study;
- b) defer a decision on funding to take forward the development of a strategic business case for the second Edinburgh Sustainable Strategic Transport Study (ESSTS2) while an application was made to Scottish Government/Transport Scotland to fund this study given that Transport Scotland had listed this as a key project in its second Strategic Transport Projects Review (STPR2) and it was not yet clear what commuting and travel needs would be evident as the economy moved to a new normal post the Covid-19 Pandemic; and
- c) adjust the Edinburgh City Centre Transformation (ECCT) and West Edinburgh allocations as set out in the report by the Executive Director of Place and in Appendix 1 to that report.

- moved by Councillor Whyte, seconded by Councillor Hutchison

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

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

13. Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 Update

An update was provided on the Edinburgh Integration Joint Board (EIJB) 2020/21 Savings and Recovery Programme up to the end November 2020 (Period 8), focusing on the City of Edinburgh Council's (CEC) elements of the programme.

Motion

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.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the current position of the Edinburgh Integration Joint Board's Savings and Recovery Programme 2020/21.
- 2) To agree to receive a further report as soon as possible after the Performance and Delivery Committee meeting in April detailing the year end position and providing an update on actions being taken to deliver the Amber and Red rated programmes that had failed to deliver savings OR to providing alternatives to these.

- moved by Councillor Whyte, seconded by Councillor Hutchison

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

14. Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020 – 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 at 30 October 2020, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 30 October 2020 to the Policy and Sustainability Committee for information.

Motion

To note the report.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note with concern that the report by the Chief internal Auditor showed an increasing number of overdue actions amongst an increasing number of outstanding actions despite the assurances given to Committee in the past that management were placing new focus on actioning audit findings.
- 2) To further note the ongoing number of high and medium rated overdue actions in Place, resources and health and Social Care Directorates.
- 3) To agree that it was not good enough simply to ask the Policy and Sustainability Committee to “note” this report and instruct the Chief Executive to report in one cycle with an update on actions taken and a time-bound action plan to resolve outstanding issues and a set of performance and appraisal measures for Executive Directors that ensured that audit actions were taken seriously and implemented as agreed.

- moved by Councillor Whyte, seconded by Councillor Day

Voting

The voting was as follows:

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

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

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

Decision

To approve the motion by Councillor McVey.

(References – Governance, Risk and Best Value Committee of 8 December 2020 (item 5); referral from the Governance, Risk and Best Value Committee, submitted.)

15. Drumbrae Care Home Notice Update

Details were provided on an Improvement Order by the Care Inspectorate which had been issued to the Edinburgh Health and Social Care Partnership in relation to Drumbrae Care Home. The Improvement Order required that the Partnership put in place immediate measures to improve significantly, aspects of care and support provided in the home.

In July 2020, the Care Inspectorate had notified the Partnership that significant improvement had been made in all areas inspected in December 2019 and that the Improvement Order was lifted.

Decision

To take assurance from the actions undertaken to achieve the requirements set out in the Care Inspectorate's Improvement Order and implement sustainable improvement.

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

16. Energy in Schools Annual Report – referral from the Education, Children and Families Committee

The Education, Children and Families Committee had referred the Energy in Schools Annual Report to the Policy and Sustainability Committee for information.

Decision

To note the report.

(References – Education, Children and Families Committee of 15 December 2020 (item 4); referral from the Education, Children and Families Committee, submitted.)

17. Motion by Councillor Laidlaw – Funding of Flu Vaccine by Headteachers for Staff – referral from the Education, Children and Families Committee

In response to a motion by Councillor Laidlaw, the Education, Children and Families Committee had referred details of the motion to the Policy and Sustainability Committee for information.

Decision

- 1) To note the terms of the motion by Councillor Laidlaw.
- 2) To note that the Education, Children and Families accepted Councillor Laidlaw's motion and that schools would continue to arrange flu vaccination facilities where they considered it to be a priority.

(References – Act of Council No 17 of 10 December 2020; Education, Children and Families Committee of 15 December 2020 (item 19); referral from the Education, Children and Families Committee, submitted.)

18. Policies Update – Strategy and Communications

To ensure that Council policies reflected current legislative requirements, best practice and remained fit for purpose, all Council directorates were required to review policies on an annual basis. Updated policies for the Strategy and Communications Division were submitted for approval.

Decision

- 1) To approve the policies appended to the report by the Chief Executive.

- 2) To note that the appended Information Governance Policy replaced the existing suite of Information Governance policies as indicated at 4.2 of the report.

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

Declaration of Interests

Councillor McLellan declared a non-financial interest in the above item as a Director of the Scottish Newspaper Society, as a member of the Advertising Standards Authority Board of Finance and a member of the Advertising Standards Authority Non-Broadcast Code of Practice.

19. Contact Centre Performance – October to December 2020

The Contact Centre performance for the period October to December 2020 was presented together with information on associated service improvement activities, as well as changes to service delivery resulting from COVID-19 restrictions.

Decision

- 1) To note the current performance trends within the Contact Centre.
- 2) To note the ongoing improvement activities to ensure that Council services were accessible and citizen queries and complaints were dealt with effectively.
- 3) To note the service delivery changes that had been implemented in response to COVID-19 restrictions.

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

20. Welfare Reform Update

An update was provided on the Council's ongoing welfare reform activities which included the implementation of Universal Credit (UC).

Decision

- 1) To note the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh.
- 2) To note the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

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

Work Programme

Policy and Sustainability Committee

20 April 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	June 2021
2	Council Fire Safety Policy	Annual Review	Routine	Robert Allan	Resources	Annual	June 2021
3	Council Health and Safety Policy	Annual Review	Routine	Robert Allan	Resources	Annual	December 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 August 2021
9	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6 monthly	June 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 - Human Resources	Annual report	Executive	Katy Miller	Resources	Annual	November 2021

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	(HR)						
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 August 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	June 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

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
JUNE 2021		
Waste and Recycling in Schools (including the Motion by Councillor Main)	Resources/Place	Andy Williams
Tourism and Hospitality Sector Recovery Plan – Follow Up	Place	
Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	Chief Officer, EHSCP	
Economy Strategy	Chief Executive	Gareth Dixon
Annual End Poverty in Edinburgh Update	Chief Executive	Chris Adams
Council Asbestos Policy	Resources	Robert Allan
Council Fire Safety Policy	Resources	Robert Allan
Council Water Safety Policy	Resources	Robert Allan
Police Scotland Update - Annual	Chief Executive	Gavin King

Police Scotland – City of Edinburgh Division Update – Quarterly	Chief Executive	Gavin King
Planning and Performance Framework	Chief Executive	Catherine Stewart
Annual Performance Report	Chief Executive	Catherine Stewart
Commitments	Chief Executive	Catherine Stewart
Local Government Benchmarking Framework	Chief Executive	Catherine Stewart
Short Term Lets	Place	Andrew Mitchell
West Edinburgh Update	Place	David Cooper
ICT Acceptable Use Policy Report – Annual Report	Resources	Nicola Harvey
Welfare Reform Update – Quarterly Report	Resources	Nicola Harvey/Sheila Haig
Contact Centre Performance Update (February to May 2021) – Quarterly Report	Resources	Nicola Harvey
Edinburgh People Survey	Chief Executive	Emma Candy
Bioquarter Update	Place	David Cooper

Regeneration Capital Grant Fund Applications	Place	Kyle Drummond
Edinburgh's Drinking By-Law	Chief Social Work Officer	Jon Ferrer
Petitions for consideration - Resettle refugees and asylum seekers from the Aegean Island camps in Edinburgh	Chief Executive	Sam Ho
AUGUST 2021		
Welfare Reform Update – Quarterly Report	Resources	Nicola Harvey/Sheila Haig
Contact Centre Performance Update - Quarterly Report	Resources	Nicola Harvey

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Rolling Actions Log

Policy and Sustainability Committee

20 April 2021

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

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<u>Update 25 June 2020</u> To agree that a final report be submitted to Committee.
2	01.02.18	City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18 (Agenda for 1 February 2018)	Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.	Executive Director of Place	November 2021		This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.
3	06.02.20	City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools	To request: a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for	Executive Director of Resources / Executive Director of Place	June 2021		<u>Update - 6 October 2020</u> Report to Committee – agreed to leave open until the information requested had been provided.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 31			<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>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>				<p><u>Update – 11 June 2020</u></p> <p>Following discussion with Councillor Main it has been agreed that this report will be deferred to September 2020, to enable the relevant service areas to prioritise work to support schools re-opening and to incorporate lessons learned arising from the Covid-19 lockdown period.</p>
	4	Leadership Advisory Panel - 23 April 2020	Consultation Planning Report	To recognise that COVID-19 was likely to have lasting impacts on the use of the City Centre and to request that the APOG consider how to invite contributions from residents,	Executive Director of Place	March 2021 (to the Culture and Communities Committee)	March 2021

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 32			businesses and stakeholders to inform a wider consultation on events and use of public spaces in the City Centre and beyond with an early outline to be given in the report to Policy and Sustainability Committee.				<p>Committee on 16 March 2021</p> <p><u>Update 10 November 2020</u></p> <p>A stakeholder engagement page for the Public Spaces Management Plan is now live and will remain so until 23 November 2020. The 'home page' describes and links to 4 'challenges' that are hosted on the collaborative engagement tool Dialogue. The 4 'challenges' are:</p> <ul style="list-style-type: none"> • Public Space Management Plan Key Principles and Guidelines

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 33							<ul style="list-style-type: none"> • Area Conditions • Application process for Organisers • Community Engagement <p>The link to the site is here: https://consultationhub.edinburgh.gov.uk/sf/c/b24acf90</p> <p><u>Update 6 October 2020</u></p> <p>Item included in business bulletin to Culture and Communities Committee of 15 September with further report scheduled for early</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							2021.
5	09.07.20	Tourism and Hospitality Sector Recovery Plan – Follow Up	<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	June 2021		<p><u>Update 20 April 2021</u></p> <p>Discussions are continuing to develop a partnership model for business tourism for the city.</p> <p><u>Update 23 February 2021</u></p> <p>An update has been provided on the Business Bulletin for this meeting</p> <p><u>Update 10 November 2020</u></p> <p>An update will be provided in the Committee’s Business Bulletin in December 2020</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
6	20.08.20	Local Government Benchmarking Framework 2018/19 - Edinburgh Overview	To request a further report setting out a wider review of the data available to seek and implement best practice examples from colleague Councils (not limited to Scotland) and foster anew continuous improvement culture within the Council, and the scope of this report to be discussed at the APOG in order to clarify with officers how this would be brought forward.	Chief Executive	April 2021		<p>Recommended for Closure</p> <p>Report on the agenda for this meeting</p> <p><u>Update 23 February 2021</u></p> <p>A benchmarking data briefing was circulated to Policy and Sustainability Committee members on 29 January 2021 and it is proposed that early discussion with political groups on performance framework includes discussion on benchmarking. A more detailed report due at Committee in April to cover performance framework</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							development will also include benchmarking.
7	06.10.20	Edinburgh and South East Scotland City Region Deal Annual Report	Notes reference in paragraph 4.3.6 to the Benefits Realisation Plan for the Deal and agrees that a further report be provided after the City Region Deal Joint Committee has considered the report detailing the Plan and how its indicators will be presented to the Policy and Sustainability Committee to allow elected members to scrutinise the Plan and ensure it will provide a robust process for reporting and monitoring delivery of the Deal	Chief Executive	Spring 2021		
8	06.10.20	Recycling and Waste Collection in Schools	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	June 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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	April 2021		
9	10.11.20	Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	To agree that an update report be brought back to this Committee in no later than 6 months time and that the Convener liaise with the Chair of the IJB and Chief Officer on exactly when this would be possible.	Chief Officer, Edinburgh Health and Social Care Partnership	May 2021		
10	01.12.20	End Poverty in Edinburgh Delivery Plan 2020-30	1) To agree that a further report providing a detailed progress monitoring framework should be considered by the Policy and Sustainability Committee within two	Chief Executive	June 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>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		
1	23.02.21	Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 Update	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		

Business bulletin



Policy and Sustainability Committee

10.00am, Tuesday 20 April 2020

Virtual- Via Microsoft Teams –

Dean of Guild Courtroom, City Chambers, High Street, Edinburgh

Policy and Sustainability Committee

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

Recent news	Background
<p>Net Zero 2030 Strategy – progress update</p> <p>The draft Net Zero 2030 city strategy will be brought to the June 2021 Policy and Sustainability Committee meeting, where the Committee will be asked to agree the draft strategy for public consultation.</p> <p>The strategy will bring together city partners, made up of public and private organisations that collectively have the power, resources and solutions necessary for Edinburgh to achieve net zero by 2030.</p> <p>Engagement with city partners during the first part of 2021 has found a strong appetite for collaboration on the strategy content. The pre-strategy consultation period is therefore being extended to maximise the potential for collaboration and early engagement with city partners on the strategy as a whole and in order to identify joint high-level actions across key emissions areas.</p> <p>The planned publication date of October 2021 (coinciding with COP 26) will remain unchanged.</p>	<p>Contact</p> <p>Andrea Mackie, Senior Policy & Insight Officer, Strategy and Communications.</p> <p>andrea.mackie@edinburgh.gov.uk</p>

Forthcoming activities:

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Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

Adaptation and Renewal Programme Update

Item Number	
Executive/Routine	Executive
Wards	
Council Commitments	

1. Recommendations

- 1.1 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 is the revised Strategic Framework Protection Levels.
- 1.2 Note the Covid-19 Response Dashboard outlined at Appendix 2.
- 1.3 Note the decisions taken to date under urgency provisions from 18 February to 13 April 2021 outlined at Appendix 3.
- 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

Policy and Sustainability Committee

Adaptation and Renewal Programme

2. Executive Summary

- 2.1 The City of Edinburgh Council continues to respond to the Covid-19 global pandemic in line with all Scottish Government guidelines. As of 5 April 2021, the lockdown “Stay at Home” was lifted and replaced with “Stay Local”. This will remain in place until 16 April 2021 when the travel restriction will be lifted across Scotland. It is also expected that mainland Scotland will move into Tier Three from the 26 April.
- 2.2 This is the ninth report to Committee which includes the latest Covid-19 dashboard of which the last version was circulated to members on 25 March 2021 and details decisions taken in the period 18 February to 13 April 2021 at the Corporate Incident Management Team (CIMT).

3. Background

Responding to Covid-19

- 3.1 The Council continues to respond to the second wave of Covid-19 and maintain critical services in line with the most recent guidelines and regulations. The Chief Executive continues to chair the bi-weekly CIMT meeting with all resumption decisions discussed first at the Triage Working Group. The Chief Executive in conjunction with the Leader and Deputy Leader will continue where necessary to take urgent decisions required, as reported to Committee in May 2020.
- 3.2 The Scottish Government published an updated Strategic Framework on the 23 February 2021, this reconfirmed the [“strategic intent to: suppress the virus to the lowest possible level and keep it there, while we strive to return to a more normal life for as many people as possible.”](#)
- 3.3 The indicative dates for the phased easing of restrictions were set out by the First Minister on the 16 March 2021. Officers are now using these indicative dates to guide the reopening of services.

- 3.4 To date the Scottish Government have indicated that progression through the Tier levels is dependent on meeting the six conditions recommended by the World Health Organisation (WHO).
- 3.5 Further detail on this is set out in the Strategic Framework from page p57, the table below shows the difference between the previous Tiers / Protection Level indicators and the new WHO advised indicators.

		Level 0	Level 1	Level 2	Level 3	Level 4
Weekly Cases/100k	Current Range	<20	20-75	75-100	150-300	300+
	WHO Range	Close to 0	<20	20-50	50-150	150+
Test Positivity	Current Range	<1.5%	1.5-3%	3-5%	5-10%	10%+
	WHO Range	Close to 0	<2%	2-5%	5-20%	20%+

- 3.6 From the 2 April 2021 the ‘Stay at Home’ guidance was replaced with a ‘Stay Local’ message, retaining the current, local authority-based travel restrictions until Friday 16 April. From 5 April, restrictions in Tier Four were relaxed to allow:
- the resumption of outdoor contact sport for 12-17year olds
 - return of college students within the top three priority groups identified by Colleges Scotland as most likely not to complete this academic year (estimated as 29% of learners)
 - reopening of non-essential ‘click and collect’ retail
 - extending the list of retail permitted to include garden centres (indoor and outdoor), key cutting shops, mobility equipment shops, baby equipment shops, electrical repair shops, hairdressers and barbers (with shopfronts – not mobile services), homeware shops, vehicle showrooms and forecourts
- 3.7 From Friday 16 April the travel restrictions across Scotland will be lifted and six people from six different households will be permitted to meet outdoors. All children and young people are due to return back to school full time as of Tuesday 20 April after the Edinburgh school spring holidays.
- 3.8 Essential Council services have remained in operation throughout the pandemic. To comply with government restrictions some Council services have had to be temporarily suspended, either in full or in part. With the expected move to level three for mainland Scotland from the 26 April 2021, planning is underway to prioritise service resumption, including all the resources required to do so safely.
- 3.9 An indicative timeline has also been set out for the further easing of restrictions with the whole country to move to at least level two on 17 May, to level one in early June

and to level zero in late June. The revised levels document was published by Scottish Government on 13 April and is attached at Appendix 1 for information.

Governance

- 3.10 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 16 March to consider and discuss the Best Value Audit findings on Community Empowerment and the Councils actions to enhance Community Empowerment through the Edinburgh Partnership.
- 3.11 Feedback was provided which was part of the Edinburgh Partnership Board meeting and discussions which have fed into a separate report on the Committee's agenda.
- 3.12 The next meeting of the APOG is the 11 May. The agenda will include the draft 20-minute Neighbourhood Strategy for discussion.

4. Main report

Covid-19 Dashboard

- 4.1 The Covid-19 dashboard (Appendix 2) 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. Vaccination data is now published at Local Authority level and this has been added to the dashboard.
- 4.3 This monthly dashboard is supplemented with a weekly bulletin dashboard that provides the latest position on key data relating the pandemic, this is circulated to Elected Members every Wednesday.

Decisions taken from 18 February to 12 April 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 18 February to 13 April 2021 is at Appendix 3. 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 Strategic Framework and associated phased / tiered approach for the easing of restrictions from the 2 April requires a coordinated approach to ensure efficient implementation of government guidance.
- 4.6 A data gathering exercise was undertaken with Directorates to ensure phased resumption could 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 exercise built on information already gathered during previous waves and focused on:
- the degree to which activities / services are fully up and running
 - whether activities / services require to be delivered from a Council (or non-Council) building
 - the identification of any dependencies on resumption of activities / services
 - whether service delivery models brought about as a result of current ways of working should continue
 - whether any new activities or services have commenced, with particular attention to any new statutory duties
- 4.8 The resulting data was analysed and reviewed by a specialist team, which included those services on whom there is a key dependency for resumption, for example Corporate Property. The data was reviewed by this to recommend how services should be prioritised for resumption, in order to ensure a corporate approach and the most efficient use of resources.
- 4.9 Recommendations were provided to CLT on 14 April which will be developed and communicated, so there is a clear understanding of the prioritised approach.

Adaptation and Renewal Programme

- 4.10 A review of the programme to date is now underway one year into managing COVID-19. This includes a lesson learned exercise and a review of operational governance across the Council to ensure the Business Plan deliverables are phased, resources and well managed across the Council.

Service Operations: Wellbeing Working Group

- 4.11 The Council's Wellbeing scope includes Culture, Parks and Greenspaces, Sports and the wider Edinburgh Leisure relationship, Community Centres, Libraries and fee-paying Adult Education.
- 4.12 The programme is undertaking an appraisal of services currently being provided with a view to moving in the set-up phase for Business Plan delivery.
- 4.13 The group has engaged *What Works Centre for Wellbeing* which is an independent collaborating centre that develops and shares robust and accessible wellbeing evidence to improve decision making. Partners include National and Local

Government and the wider public sector, Businesses and Civil Society. The programme offers an opportunity to develop a shared understanding and our approach to measure impact and set programme priorities by gaining access to tools, techniques and benchmarking with other local authorities. The aim is to ensure that we maximise outcomes delivered from the money, time and resources invested in wellbeing services. There are no costs incurred as a result of this engagement.

Sustainable Economy Recovery Working Group

- 4.14 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.
- 4.15 To date, the Council has provided financial support to over 19,000 Edinburgh businesses in response to COVID-19, with funding in excess of £190 million. This includes supporting 4,391 Taxi and Private Hire Drivers with a total of £6,585,500 of grant funding.
- 4.16 Since launching the Edinburgh Discretionary Business Support Fund in early February, we have distributed £4,000 grants to over 800 businesses who had otherwise been ineligible for support from the Scottish Government since October.
- 4.17 Following the Scottish Government confirmation that the Discretionary Fund was expanded with £90m nationally, of which Edinburgh's allocation was just over £10m, the criteria for the fund were further amended to allow for support to be provided to more businesses and also with extra support provision for businesses employing staff, with the aim to help them retain employees.
- 4.18 The 20-minute neighbourhood approach is a key building block of the Council Business Plan. The model is reliant on skilling of staff to provide multiple services from neighbourhood hubs located around the city. To date, the Programme Board and Team have been put in place and work is underway to develop the overarching strategy to guide delivery of the model.
- 4.19 The 20 Minute Neighbourhood Strategy will be brought to Policy and Sustainability Committee in early June for consideration.

Change, People and Finance Working Group

- 4.20 The Change, People and Finance Working Group consists of the following workstreams: Business Plan and Budget, Digital and Smart City Strategy, People and Culture and Political and Operational Governance.
- 4.21 The Business Plan and Budget workstream supported the delivery of the new Council Business Plan and the production of a balanced revenue 2021/22 budget, as well as the update to the Council's 10-year capital budget strategy. Work is now underway to mobilise Business Plan delivery and track delivery of approved savings.

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- 4.22 Digital and Smart City Strategy workstream has ensured that Digital Services have continued to support Council operations throughout the pandemic. A new Digital and Smart City Strategy was developed and approved in October 2020 and a number of new initiatives are planned for delivery over the coming three years, including the Empowered Digital Learning programme, Phase 2 of the Customer Digital Enablement programme and other Smart City activities.
- 4.23 The People and Culture workstream has led the development of the new People Strategy 2021-2024 and Strategic Workforce Plan 2021-24, as well as the work to consolidate the Scottish Local Government Living Wage into the Council's pay structure from April.
- 4.24 The Political and Operational Governance workstream is preparing to trial electronic voting and will continue to support Executive Committees remotely through to August 2021. Work also continues to refresh the Operational Governance and Assurance framework which aims to further improve how decisions are made, carried out and assured.

Life Chances Working Group

- 4.25 The Life Chances Working Group consists of the following workstreams: Immediate Support, Digital Learning & Teaching, Poverty & Prevention and Edinburgh Learns for Life.
- 4.26 The Immediate support workstream continues to provide support for those impacted by Covid-19 and has introduced a range of activities to support people experiencing financial hardship. Building on earlier initiatives, requests for support are being coordinated through the Council's Contact Centre to establish whether direct financial support is available. Where required citizens are also being signposted to alternative, tailored support. Where direct financial support is not available or appropriate, the Council is continuing to work with EVOC to support food deliveries across the city. Initiatives include:
- Range of contact channels to support shielding and vulnerable citizens, with clear support pathways e.g. financial awards, food support;
 - Ongoing welfare contact calls to all self-isolating households to confirm whether additional support is required;
 - Administering dedicated fund to support eligible foodbanks in Edinburgh;
 - Administering range of Scottish Government schemes, including self-isolation grant scheme, £100 hardship payments and £130 Council Tax Reduction support scheme;
 - Processing compensatory free school meal payments in line with school plans. Discretionary awards are also being made for households who wouldn't normally qualify but are experiencing hardship; and

- Administering a range of business support grants, including the recently announced restart grants (£200 million of grants paid to date by the Council).
- 4.27 In partnership with Digital Services, a business case for the digital and learning workstream has been developed and approved for a 2-year programme to roll out 1:1 devices for P6 to S6. The programme will also include devices for all teachers and devices for P1-P5 (not 1:1), as well as additional wifi access point provision, subject to a school by school assessment of connectivity, or health check. The programme will be led by Council Officers from Digital Services and Education and they will be working in partnership with Headteachers and the Council's existing strategic ICT partner, CGI, to provide 27,000 new iPads and updating 12,000 existing devices including full security and service support.
- 4.28 A programme board has been established to manage the delivery of the programme and political oversight and scrutiny will be maintained via the Education, Children and Families Committee, Finance and Resources Committee and the quarterly updates provided to the Governance, Risk and Best Value Committee on digital services issues.
- 4.29 The Poverty & Prevention workstream have been engaging with Managers across the Council in the Bringing the Business Plan to life sessions. The team are continuing to develop plans across the three key areas: Service Innovation Workforce Development and Culture Shift and Third Sector Collaboration.
- 4.30 The Edinburgh Learns workstream have developed plans around the three key themes:
- 4.31 Empower: The evolution of Edinburgh Learns into Edinburgh Learns for Life is underway. The Edinburgh Teaching Charter is being rolled out in schools over a three-year period, in partnership with the Teaching Unions and within the revised Professional Review and Development framework. The Teaching Charter will include skills to deliver Digital Learning One to One. All schools will be required to complete the Digital Schools Award (Scotland) as part of the One to One Rollout.
- 4.32 Transform: Each learning community which will adopt a new or revised learning estate, completing a Learning Framework Plan to deliver Edinburgh Learns for Life. These include Gaelic Medium Education, Liberton High School and the Granton Learning Strategy which has now been fully incorporated under Edinburgh Learns for Life North. The first action for schools is learner-led consultations to shape what, where and how children learn.
- 4.33 Connect: The Edinburgh Learns goal (the best teaching and learning for all) is based on all children's needs being met in their local school, including those with additional support needs. The Edinburgh Learns for Life Inclusion and Pathways Strategies will take this forward. Currently this includes extensive stakeholder engagement with all partners. Actions at school level include the expansion of Nurturing School training for all, Wellbeing Hubs in every secondary school, and

much clearer links to the Edinburgh Guarantee. These actions will all strengthen the delivery of excellent teaching and learning within the concept of the 20-minute neighbourhoods.

Public Health Advisory Working Group

- 4.34 The Triage group continues to focus on service resumption proposals, including all relevant public health considerations. The group are focusing on any immediate service resumption proposals required due to current lifting of restrictions, for example the resumption of Youth Work outside. A data gathering exercise is underway to prioritise service resumption appropriately moving forward.
- 4.35 At present, there are three Covid-19 testing centres in Council-owned buildings (Gate 55, Usher Hall and Leith Library). There is a licence agreement in place between the Council and the UK Government for each. The UK Government have instructed a further eight centres are operational by April and have identified areas where the centres must be set up, this is now underway. These centres are for testing people with symptoms of Covid-19 rather than for asymptomatic community testing.
- 4.36 Testing sites for those who are asymptomatic are also being progressed in conjunction with Scottish Government. These will be rapid deployment asymptomatic testing sites (ATS) as part of a targeted community testing programme.
- 4.37 Their purpose is to drive down transmission rates by identifying people in the community who have the virus but have no (or very mild) symptoms and could be spreading it unknowingly. This is a key element of the government's strategy for containing the virus as the country prepares for the easing of lockdown and progress through the level systems is likely to require that sites are up and running.
- 4.38 The earliest planned start date is the first week in April with the supply of the required infrastructure and equipment, likely to take three weeks to deliver.
- 4.39 It is intended that two sites will operate in the city at one time, with each in place for around three weeks in total (one-week set-up, one week open for walk-in tests and one week to take down). The sites will operate from libraries, which have been chosen as being local and easily accessible venues across the city which communities are familiar with. Additionally, libraries staff understand the local communities and will be there to welcome citizens to the Asymptomatic Testing Centres (ATC).
- 4.40 Every possible step will be taken to minimise the period of time a library is required as an ATC. Arrangements will be made to promote the availability of alternative libraries and services which citizens could use during the period their local library is being used as a testing centre.

Monitoring delivery of the Business Plan

- 4.41 A detailed report on the integrated Planning and Performance Framework is covered under separate item on the Committee's agenda.

5. Financial impact

- 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.

6. Background reading/external references

- 6.1 [Coronavirus \(COVID-19\): Strategic Framework update - February 2021](#)
6.2 [Coronavirus \(COVID-19\): Local Protection Levels](#)
6.3 [Finance and Resources 2 February Council Business Plan and Budget 201/26](#)

7. Appendices

Appendix 1 - Strategic Framework Revised Protection Levels

Appendix 2 - Covid-19 Response Dashboard

Appendix 3 - Decisions taken from 18 February – 13 April 2021

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Indoor socialising	<p>Maximum 4 people from up to 2 households may socialise indoors in a public place*</p> <p>No in-house socialising</p>	<p>Maximum 6 people from up to 2 households may socialise indoors in a public place*</p> <p>No in-house socialising</p>	<p>Maximum 6 people from up to 3 households may socialise indoors in a public place*</p> <p>Maximum of 4 people from up to 2 households may socialise in a private dwelling</p>	<p>Maximum 8 people from up to 3 households may socialise indoors in a public place*</p> <p>Maximum of 6 people from up to 3 households may socialise in a private dwelling</p>	<p>Maximum 10 people from up to 4 households may socialise indoors in a public place*</p> <p>Maximum of 8 people from up to 4 households may socialise in a private dwelling</p>
Outdoor socialising	<p>Maximum 4 people from up to 2 households</p> <p>12-17 year olds: Maximum 4 with no household limit</p> <p>Under 12s do not count towards restricted numbers or households outdoors</p>	<p>Maximum of 6 people from up to 6 households**</p> <p>Under 12s do not count towards restricted numbers or households outdoors</p>	<p>Maximum of 8 people from up to 8 households</p> <p>Under 12s do not count towards restricted numbers or households outdoors</p>	<p>Maximum of 12 people from up to 12 households</p> <p>Under 12s do not count towards restricted numbers or households outdoors</p>	<p>Maximum of 15 people from up to 15 households</p> <p>Under 12s do not count towards restricted numbers or households outdoors</p>

* Under 12s do not count towards the total number of people but do count towards the number of households.

** To be introduced from 16 April.

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Travel	STAY LOCAL - in your local authority area unless travelling for a permitted reason* **	Unrestricted travel to all Level 3 areas; must not enter Levels 0-2 or Level 4 area unless for a permitted reason* **	Unrestricted travel to all Levels 0-2 areas; must not enter a Level 3 or 4 area unless for a permitted reason* **	Unrestricted travel to all Levels 0-2 areas; must not enter a Level 3 or 4 area unless for a permitted reason* **	Unrestricted travel to all Levels 0-2 areas; must not enter a Level 3 or 4 area unless for a permitted reason* **
Transport	<p>Active travel (walk, run, cycle, wheel) where possible</p> <p>Avoid car sharing with people outside extended household wherever possible</p> <p>Face coverings compulsory on public transport</p> <p>No use of public transport, except for essential purposes</p>	<p>Active travel (walk, run, cycle, wheel) where possible</p> <p>Avoid car sharing with people outside extended household wherever possible</p> <p>Face coverings compulsory on public transport</p> <p>Due to limited capacity if using public transport plan ahead</p>	<p>Active travel (walk, run, cycle, wheel) where possible</p> <p>Avoid car sharing with people outside extended household wherever possible</p> <p>Face coverings compulsory on public transport</p>	<p>Active travel (walk, run, cycle, wheel) where possible</p> <p>Avoid car sharing with people outside extended household wherever possible</p> <p>Face coverings compulsory on public transport</p>	<p>Active travel (walk, run, cycle, wheel) where possible</p> <p>Avoid car sharing with people outside extended household wherever possible</p> <p>Face coverings compulsory on public transport</p>

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* Check the [latest guidance](#) for permitted reasons for travel.

** Different rules apply for international travel and travel between Scotland and other parts of the Common Travel Area (England, Northern Ireland, Wales, Republic of Ireland, Jersey, Guernsey, Isle of Man). Check the [latest guidance](#) if you are considering travelling.

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Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Childcare	Nurseries, childminders and regulated school age childcare providers open Only essential informal childcare (family and friends) permitted	Nurseries, childminders and regulated school age childcare providers open Informal childcare (family and friends) permitted	Nurseries, childminders and regulated school age childcare providers open Informal childcare (family and friends) permitted	Nurseries, childminders and regulated school age childcare providers open Informal childcare (family and friends) permitted	Nurseries, childminders and regulated school age childcare providers open Informal childcare (family and friends) permitted
Children's activities	Permitted subject to guidance	Permitted subject to guidance	Permitted subject to guidance	Permitted subject to guidance	Permitted subject to guidance
Schools	Open	Open	Open	Open	Open
Colleges and Universities	Restricted blended	Restricted blended	Blended	Blended	Blended

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Hospitality (e.g. bars, restaurants and cafes)	Closed	Outdoors: alcohol permitted – local licensing laws apply Indoors: alcohol not permitted – closed 20:00 Indoors (6/2) or outdoors (6/6) socialising rules apply	Outdoors: local licensing laws apply Indoors: alcohol permitted, 2 hour slots – closed 22:30 Indoors (6/3) or outdoors (8/8) socialising rules apply	Outdoors: local licensing laws apply Indoors: Closed 23:00 Indoors (8/3) or outdoors (12/12) socialising rules apply	Local licensing laws apply Indoors (10/4) or outdoors (15/15) socialising rules apply
Food to go/ Takeaways	Open – doorway/ hatch collection or deliveries only	Open	Open	Open	Open
Shopping	Essential retail Shop alone where possible Expanded list of essential retailers* permitted	Open	Open	Open	Open

Page 5

* This is a temporary measures to manage the transition from Level 4 to Level 3. Non-essential click and collect, baby and mobility/independent living equipment shops, key cutting and electrical repair services, garden centres/plant nurseries, homeware stores and vehicle showrooms (by appointment only) permitted to re-open on 5 April.

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Close contact services	Hairdressers and barbers* (by appointment only; not mobile services)	Open – including mobile close contact services	Open	Open	Open
Sport and exercise	<p>Adult organised outdoor non-contact sport and group exercise up to 15 people</p> <p>12-17 year old outdoor organised contact sport and group exercise up to 15 people*</p> <p>U12s organised outdoor contact sport and group exercise</p> <p>Indoors sports facilities and snow sports centres closed</p> <p>Professional sport permitted at all levels</p>	<p>Indoors: gyms and indoor sports facilities including swimming pools and leisure centres open for individual exercise (group activity permitted for under 18s)</p> <p>Outdoors: All organised activity except adult contact sport</p>	All organised activity permitted except adult indoor contact sports	All organised activity permitted except adult indoor contact sports	All permitted

* This is a temporary measures to manage the transition from Level 4 to Level 3.

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
In-home work (e.g. repairs and decoration)	Essential maintenance, upkeep or repairs only	Permitted	Permitted	Permitted	Permitted
House moves	Recommended to postpone, if possible	Permitted	Permitted	Permitted	Permitted
Tourist Accommodation	Essential only, e.g. work-related (no tourism)	Open (must follow in-house socialising rules)	Open (must follow in-house socialising rules)	Open (must follow in-house socialising rules)	Open (must follow in-house socialising rules)

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on [legislation.gov.uk](https://www.legislation.gov.uk) and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Leisure and entertainment	Closed	Closed	<p>Open cinemas, theatres, concert halls, music venues, comedy clubs, amusement arcades, bingo halls</p> <p>Outdoor organised adult non-professional performing arts activities permitted</p> <p>Closed: soft play, funfairs, bowling alleys, snooker/pool halls, nightclubs and adult entertainment</p>	<p>All open, with the exception of adult entertainment and nightclubs</p> <p>Indoor organised adult non-professional performing arts activities permitted</p>	All open , with the exception of adult entertainment and nightclubs
Visitor Attractions	Outdoors only	Open	Open	Open	Open

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Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Stadia and Events	Closed	Closed with the exception of drive in events	Maximum capacities* Indoors: 100 Outdoors seated: 500 Outdoors free-standing: 250	Maximum capacities* Indoors: 200 Outdoors seated: 1,000 Outdoors free-standing: 500	Maximum capacities* Indoors: 400 Outdoors seated: 2,000 Outdoors free-standing: 1,000
Going to work/working from home	Work from home where possible	Work from home where possible	Work from home where possible	Work from home where possible	Work from home remains default but phased and limited return to offices can begin
Visits - Hospitals	Recommended that only essential visits take place at present	Recommended family support from at least 1 visitor per patient	Recommended family support from at least 1 visitor per patient	Recommended family support from at least 2 visitors per patient	Open subject to local health protection advice
Visits - Care Homes	Recommended minimum of 2 visits per week, one person at a time. Essential visits at all times	Recommended minimum of 2 visits per week, one person at a time. Essential visits at all times	Recommended minimum of 2 visits per week, one person at a time. Essential visits at all times	Recommended minimum of 2 visits per week, one person at a time. Essential visits at all times	Open subject to local health protection advice

* Higher capacities can be agreed through local authority/Scottish Government

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Life Events (e.g. weddings, funerals)	Weddings/Civil Partnerships** – 20 Funerals – 20 No post-funeral or wedding receptions	Weddings/Civil Partnerships – 50 Funerals – 50 Post-funeral/wedding receptions permitted – maximum 50 (alcohol permitted)	Weddings/Civil Partnerships – 50 Funerals – 50 Post-funeral/wedding receptions permitted – maximum 50 (alcohol permitted)	Weddings/Civil Partnerships – 100 Funerals – 100 Post-funeral/wedding receptions permitted – maximum 100 (alcohol permitted)	Weddings/Civil Partnerships – 200 Funerals – 200 Post-funeral/wedding receptions permitted – maximum 200 (alcohol permitted)
Places of Worship	Open*	Open	Open	Open	Open
Public Buildings	Closed with the exception of: libraries, community centres, court and tribunal buildings – for limited essential services only	Open	Open	Open	Open
Public Services	Essential face-to-face services only	Essential face-to-face services only	May resume face-to-face services	Open	Open

* Maximum capacity of 50 until 26 April.

** 5 (6 if an interpreter is required) until 26 April.

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on legislation.gov.uk and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Protection Levels



	Level 4	Level 3	Level 2	Level 1	Level 0
Support Services	Services can operate in line with guidance, where they are essential for people's wellbeing – i.e. where participants' health (including their mental health) and wellbeing would be significantly impacted by non-attendance Child contact services open for essential services only	Support services can continue to operate in line with guidance	Support services can continue to operate in line with guidance	Support services can continue to operate in line with guidance	Support services can continue to operate in line with guidance
Driving lessons and tests	Household and essential only**	Permitted	Permitted	Permitted	Permitted
Shielding	Level 4 shielding*	Level 3 shielding*	Level 2 shielding*	Level 1 shielding*	Level 0 shielding*

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* <https://www.gov.scot/publications/covid-shielding/pages/levels-advice/>

** Driving tests are permitted where delivered for staff by Police Scotland, Scottish Fire and Rescue Service and some bus operators with delegated authority from the DVSA.

Note: Capacity in all settings will be subject to relevant physical distancing requirements.

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to support the ongoing public health response.

This table is provisional and for reference purposes only and may be adjusted. Regulations in relation to each level will be published on [legislation.gov.uk](https://www.legislation.gov.uk) and relevant public health advice (such as physical distancing, face coverings and enhanced hygiene measures) applies. Find relevant guidance on www.gov.scot.

Covid-19: Key indicators for allocation of levels

The 2 indicators at the top have been updated using data published daily from Public Health Scotland. Last updated to 9th April 2021

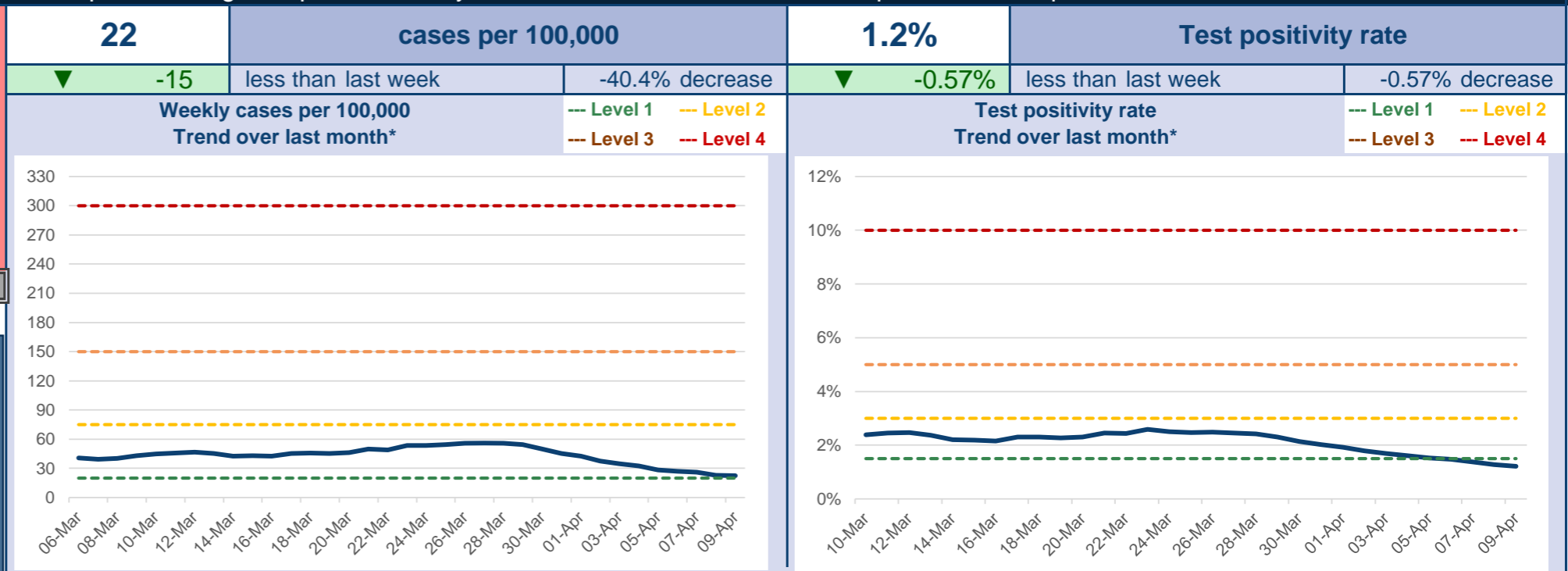
Edinburgh is currently in lockdown

Click on this button for more information on indicators

Level currently not updated.
Reviewed levels and thresholds expected from 26th April 2021

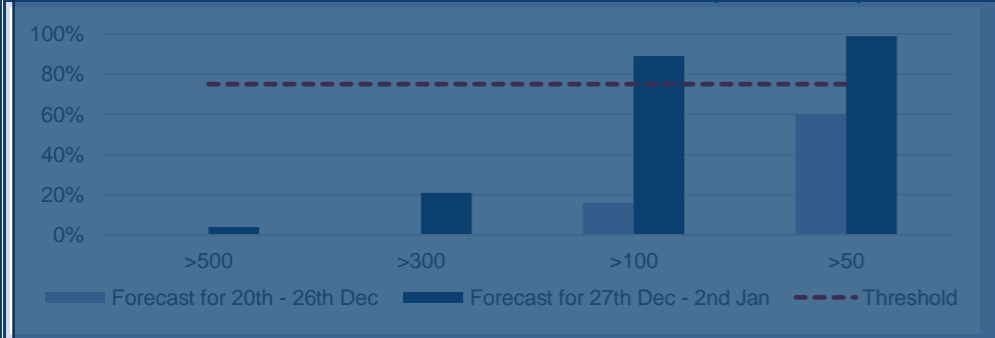
Page 63

Click on this button for more information on allocation of levels

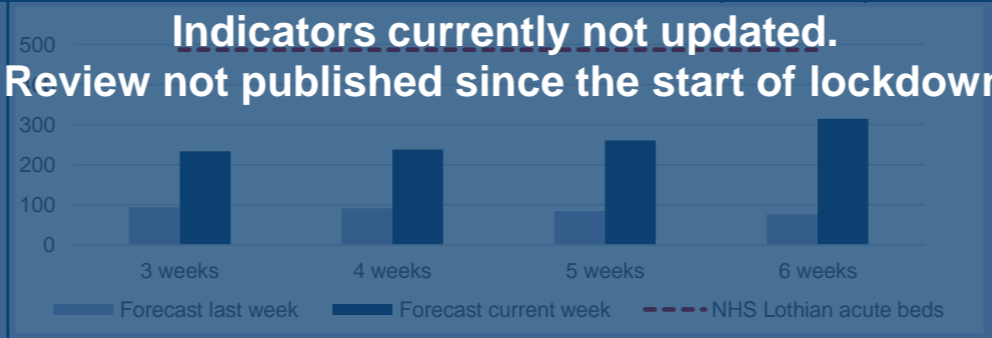


* Trends have been calculated using data from the Scottish Government allocation document. Historic data for these which were not published in the allocation document are from the sources noted in the allocation document.

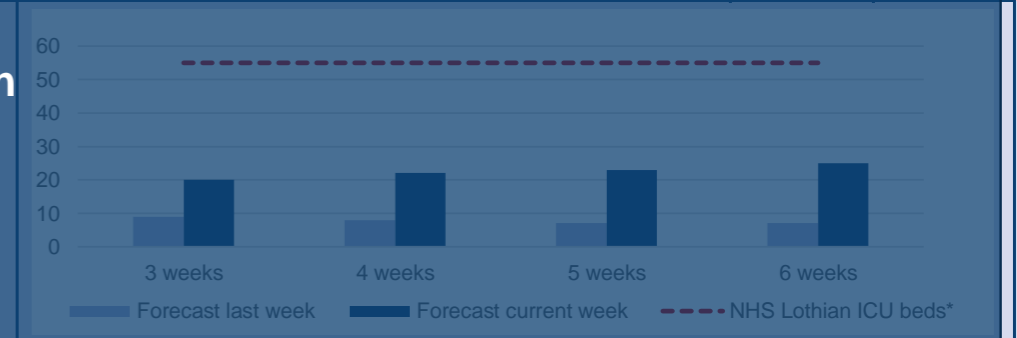
Future cases per 100,000 people		Forecast for 27th Dec - 2nd Jan	Change from past week	Number of people likely to need acute hospital care in future weeks		Forecast current week	Change from past week	Number of people likely to need intensive care in future weeks		Forecast current week	Change from past week
Probability of having more than	500	cases per 100,000	4%	in 3 weeks		234	139	in 3 weeks		20	11
	300	cases per 100,000	21%	in 4 weeks		238	146	in 4 weeks		22	14
	100	cases per 100,000	89%	in 5 weeks		260	175	in 5 weeks		23	16
	50	cases per 100,000	99%	in 6 weeks		314	238	in 6 weeks		25	18



Areas are assigned a level according to the highest rate for which probability exceeds 75%



The level is determined by how soon, if at all, the acute bed capacity is reached. Current NHS Lothian acute bed capacity is 487.



The level is determined by how soon, if at all, the ICU bed capacity reaches twice its normal level. *Current NHS Lothian intensive care bed double capacity is 55.

Moderate	Last week	Change	Low	Last week	Change	Low	Last week	Change
	Very Low	▲		Low	=		Low	=

Public Health and Safety

Public Health Data

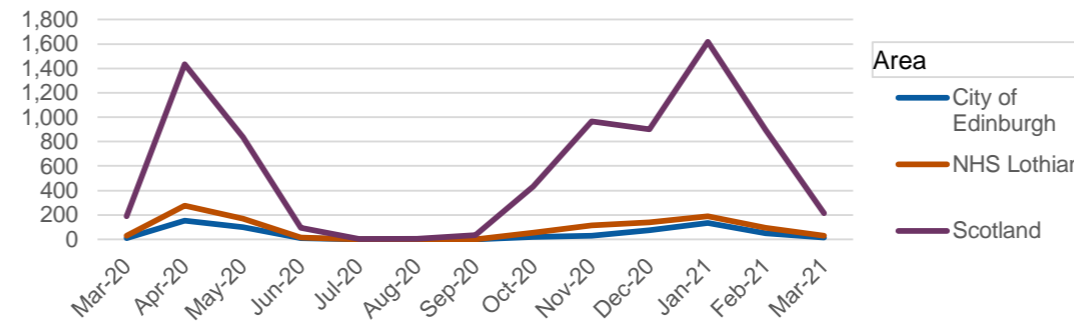
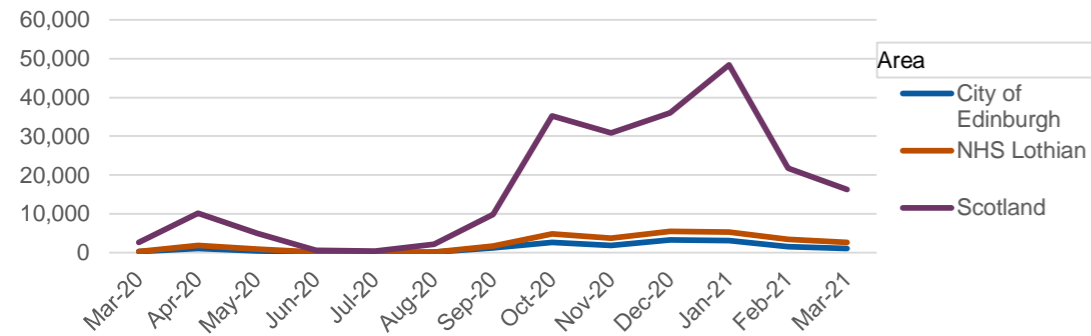
[Link for Source and further info](#)

Number of positive tests

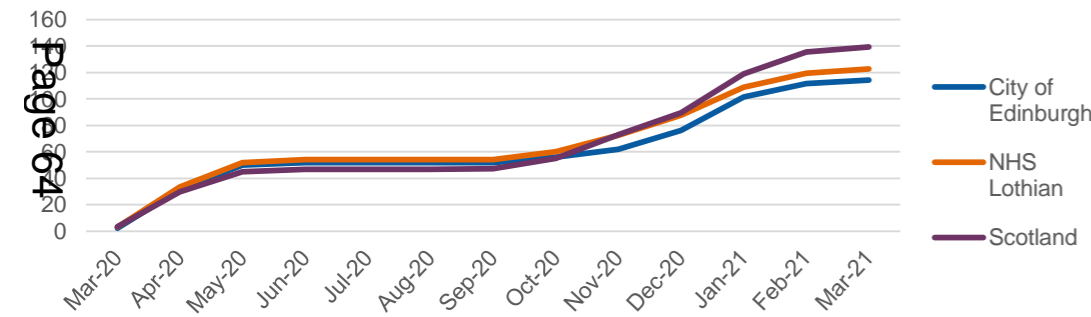
Area	Mar-21	Difference vs last month	Cumulative
Scotland	16,314	-5,443 ▼	219,119
NHS Lothian	2,652	-730 ▼	30,526
Edinburgh	1,075	-426 ▼	16,541

Number of deaths within 28 days of a positive test

Area	Mar-21	Difference vs last month	Cumulative
Scotland	213	-685 ▼	7,613
NHS Lothian	30	-65 ▼	1,114
Edinburgh	14	-38 ▼	600

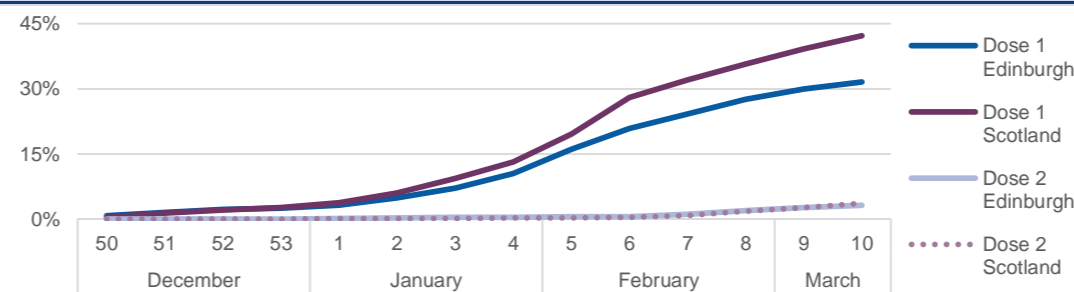


Cumulative rate of deaths by 100,000 population



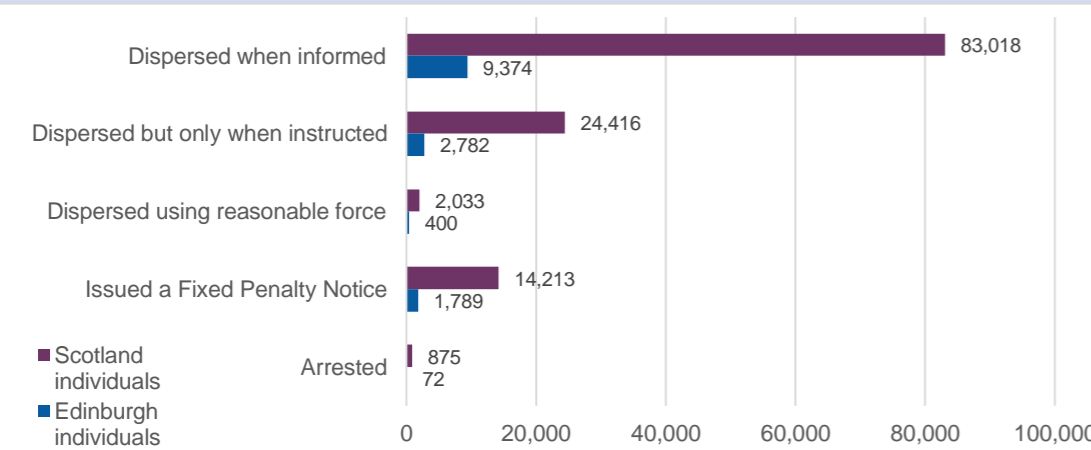
Vaccination coverage

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



Police enforcement for COVID-19

Cumulative from 6th Apr to 31st Mar



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.

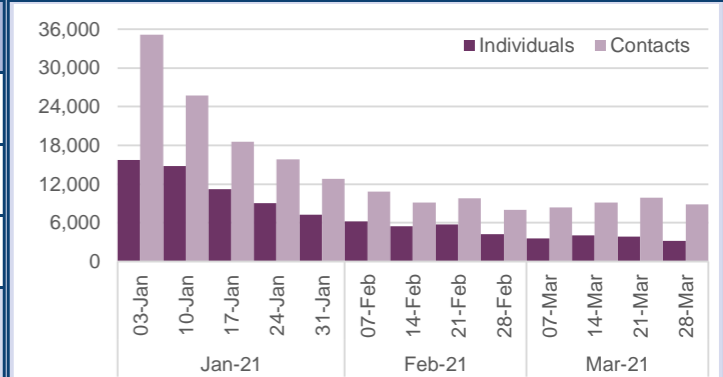
Environmental Health & Trading Standards advice/ enforcement

Cumulative from 5th May to 2nd Apr

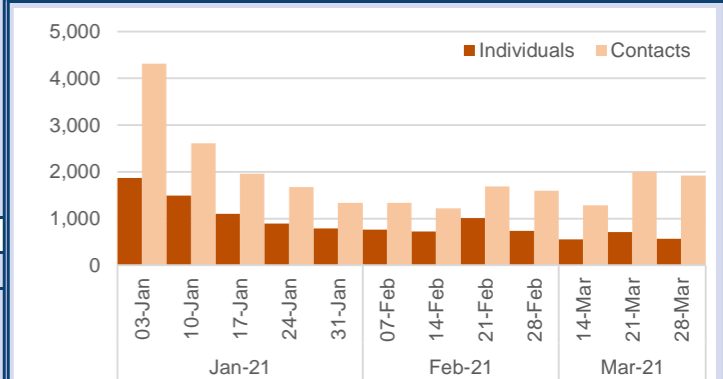


Test and Protect

Individuals testing positive and contacts* (Scotland)



Individuals testing positive and contacts* (NHS Lothian)

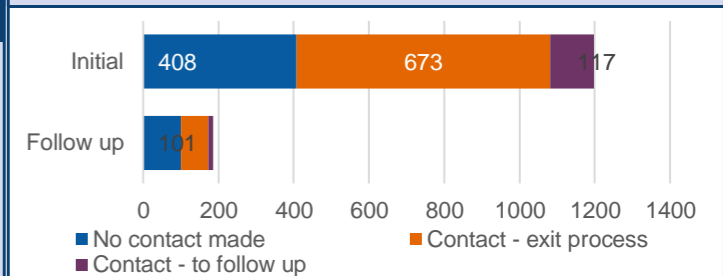


*Unique contacts within Scotland/ within health board

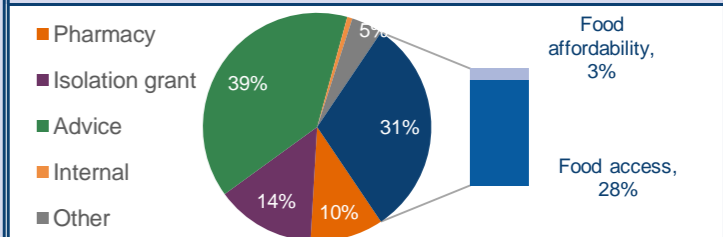
Outbound calls from CEC to self-isolating individuals

Number of outbound calls	Difference vs last month
Mar-2021	-45 ▼
1,384	

Breakdown of cases



Breakdown of outcomes

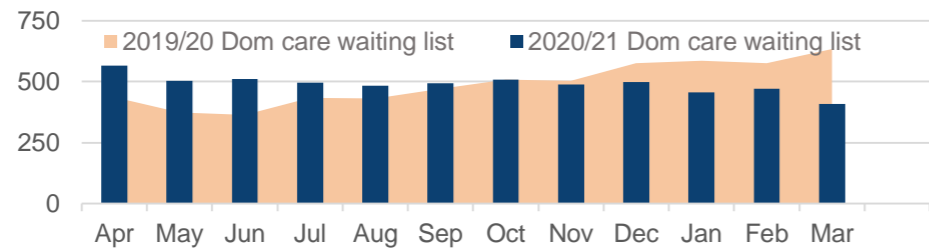


Vulnerable Groups

Health and Social Care

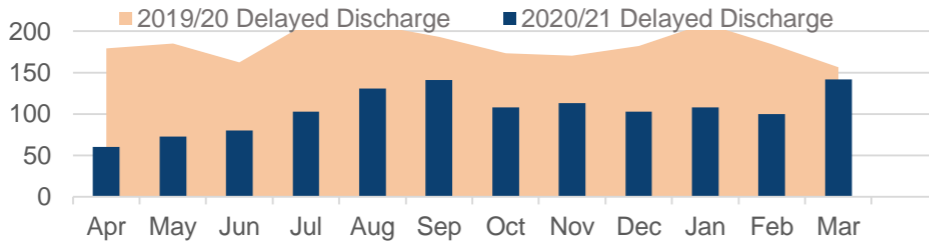
408

Individuals awaiting domiciliary care



142

Delayed discharges



Schools

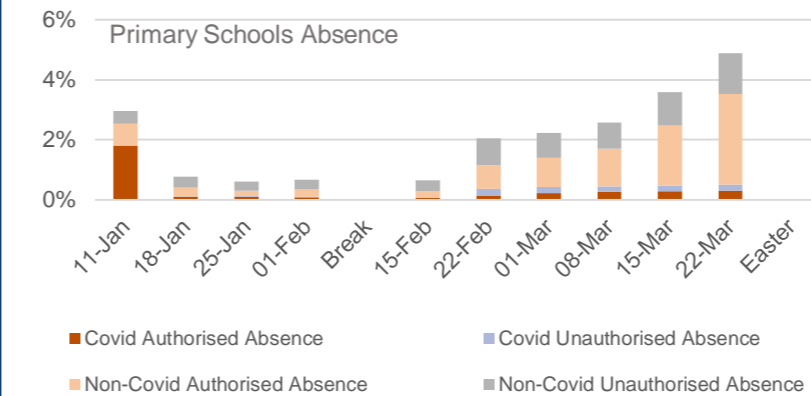
Pupil Absence in Primary Schools

0.14%

Covid authorised absence

vs last week

0.07% ▲



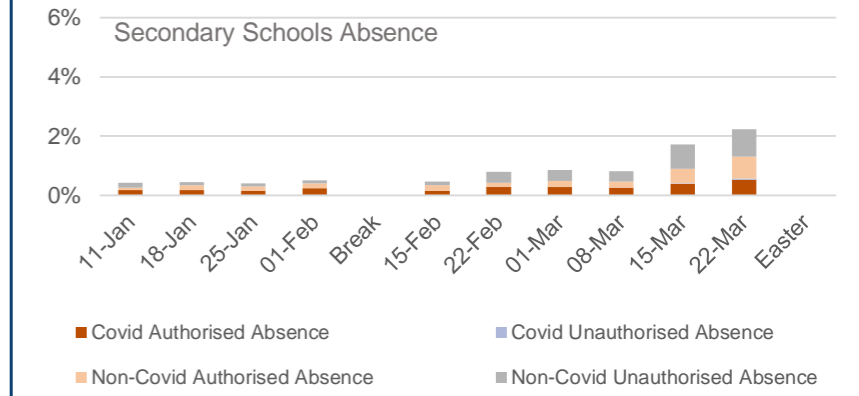
Pupil Absence in Secondary Schools

0.79%

Covid authorised absence

vs last week

0.32% ▲



Homelessness

Total number of homeless presentations in Jan

51

vs last month

-62 ▼

vs last year

-239 ▼

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

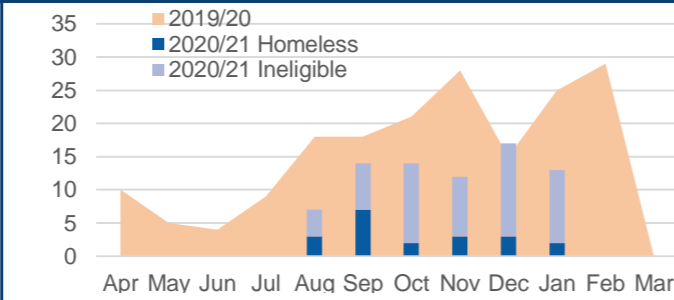
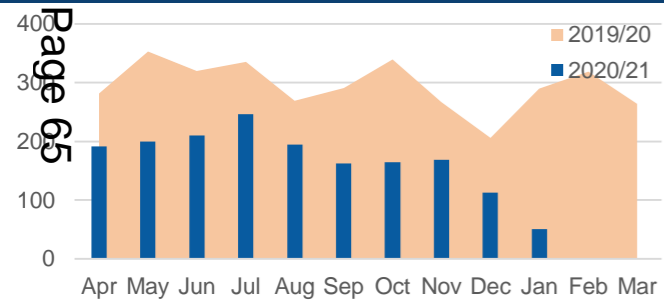
13

vs last month

-4 ▼

vs last year

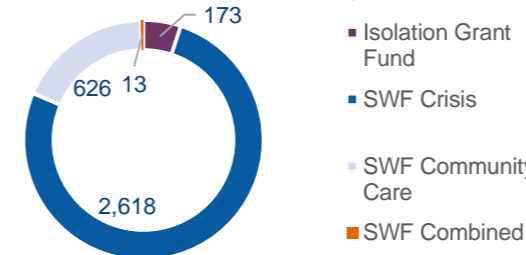
-12 ▼



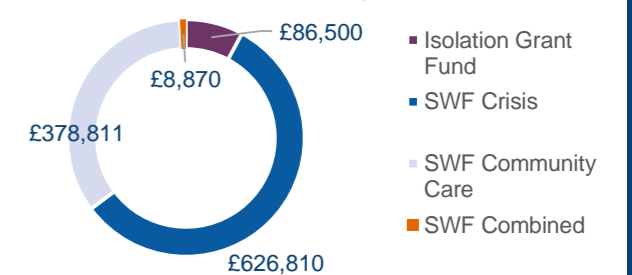
*Following a move from HIS to Northgate as the recording system, data for February and March 2021 is not yet available for Homelessness.

Scottish Welfare Fund and Isolation Support Grant

Volume of applications by type of grant



Funds requested by type of grant



3,257

Total number of applications excluding ISG in Mar

SWF Grants

£ 1,014,491

Total funds requested excluding ISG in Mar

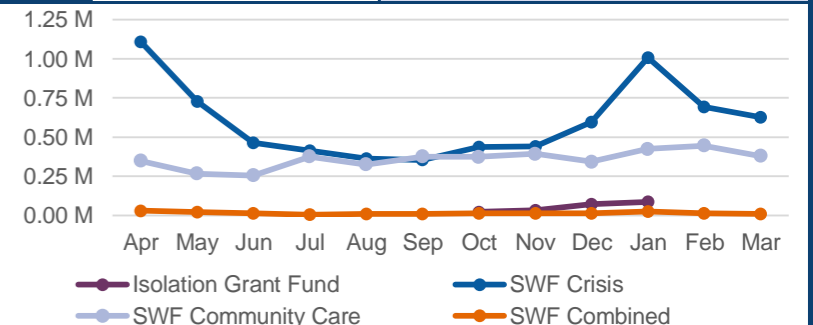
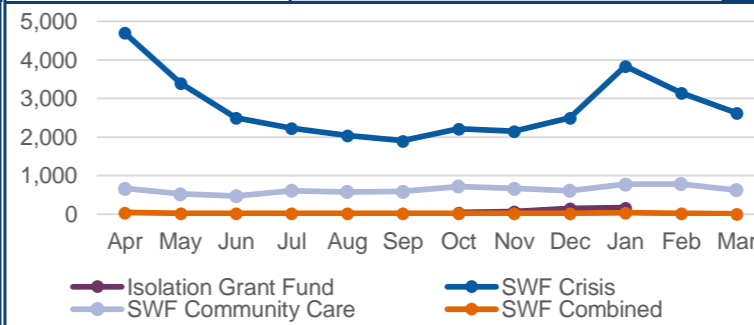
429

Cumulative applications to new Isolation Support Grant

ISF Grants

£ 214,500

Cumulative funds requested through Isolation Grant Fund



Customer Contact

excluding Vulnerable line

Contact Centre

42,729

Number of calls to Customer Contact Centre in Mar

91.1%

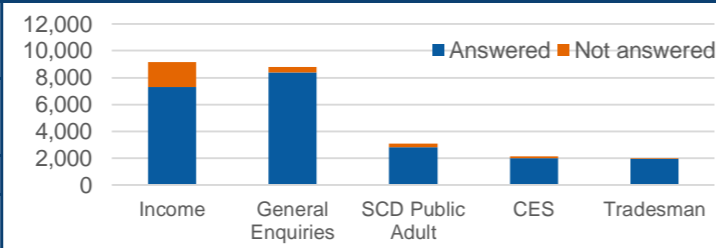
Percentage of calls answered

Council Resilience Centres

1,884

Council Resilience Centres footfall

Top 5 lines



Vulnerable line calls

501

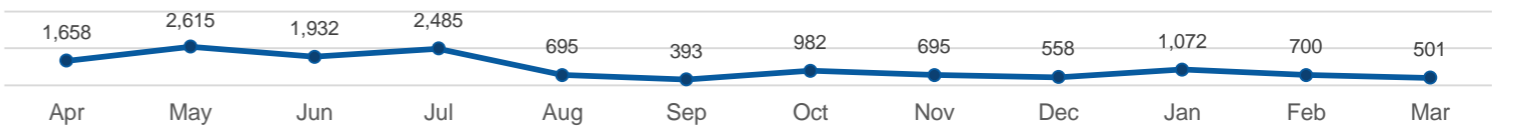
calls during Mar-2021

14,286

cumulative calls from Apr-20

199

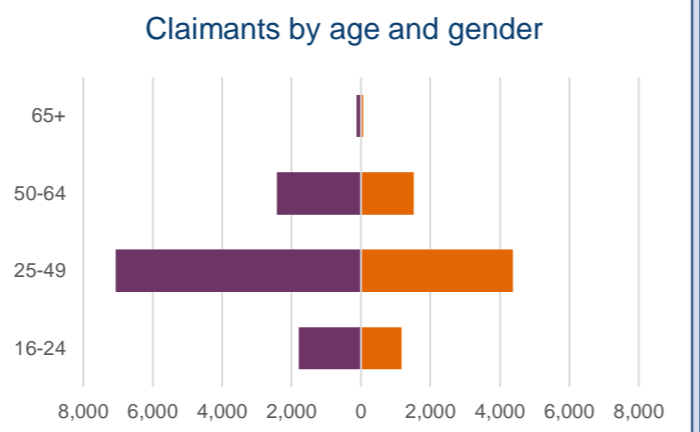
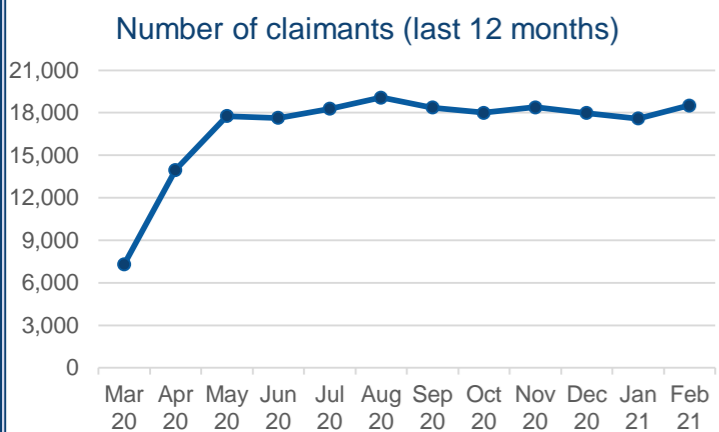
less than previous month



Economy

Job Seekers Allowance

Number of claimants in Feb-21	Difference vs last month (%)	This represents 5.1% of Edinburgh residents aged 16-64	Percentage of population who claims JSA by gender	
18,525	0.73% ▲		Male 6.3%	Female 3.8%

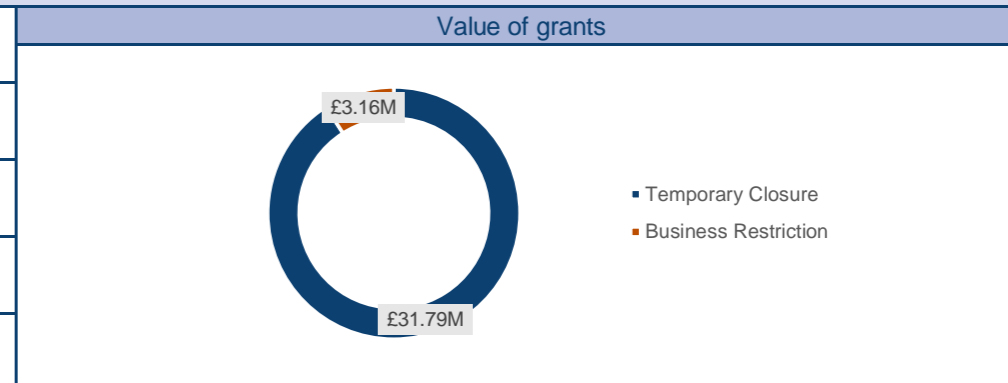


Strategic Business Framework Grant

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).

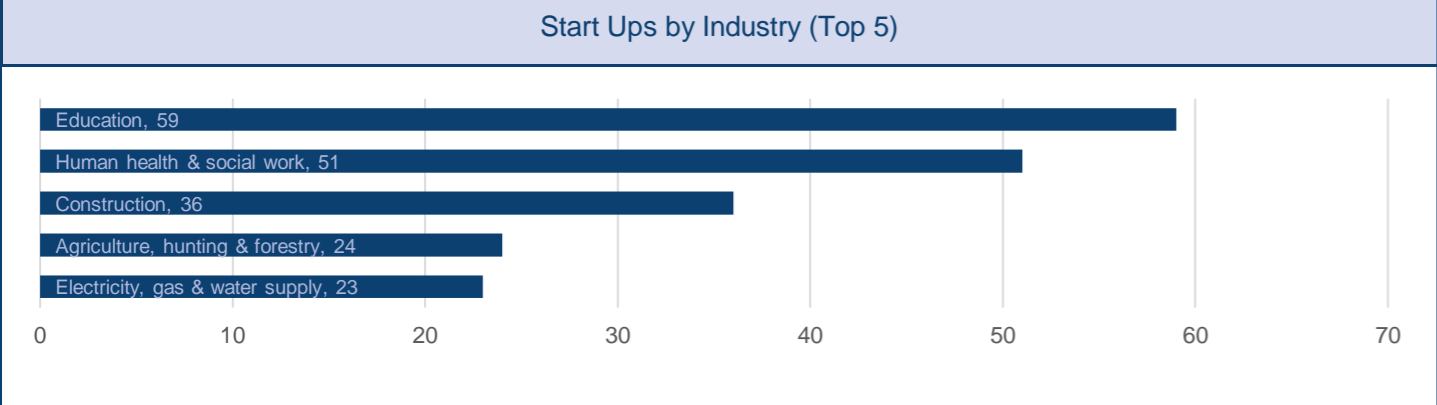
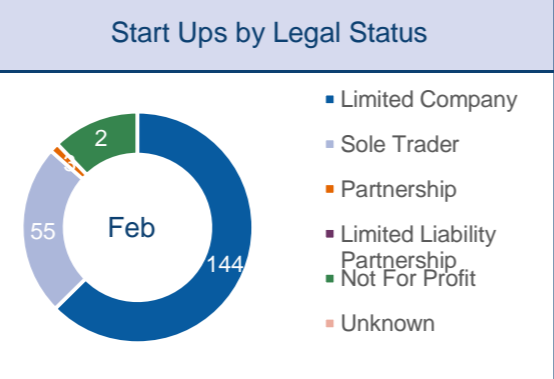
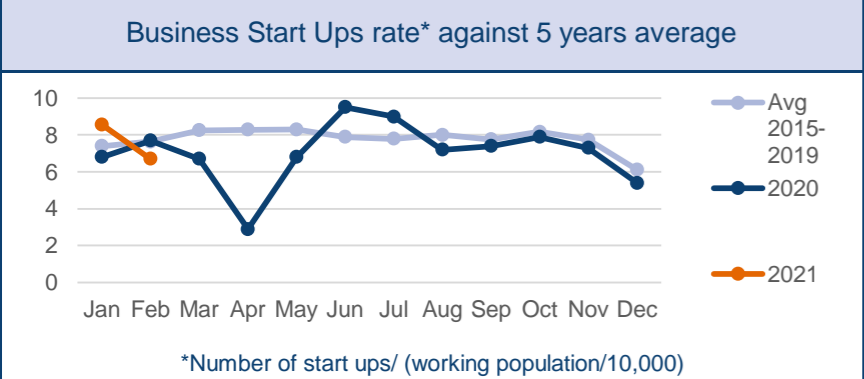
Number of applications	7,853
Number of grants awarded	11,420
Value of grants awarded	£34,943,600
Number of applications rejected or referred	2,909
In progress	125



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

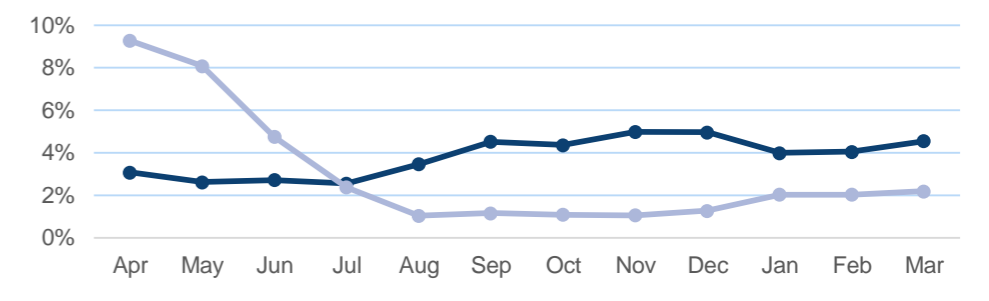
New Start Ups Feb 2021	Difference vs Jan 2020	Number of Start Ups by month
245	-69 ▼	
Number of new Start Ups (YTD)	Difference vs last year	
559	127 ▲	



Resources

HR - Councilwide absence

Sickness absence in Mar 2021	vs last month	5.4%	1.31%	▲
Covid-19* absence in Mar 2021	vs last month	4.8%	2.776%	▲



*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

Appendix 3_ Decisions taken from 18 February – 13 April 2021

Ref.	Approved decisions	Date
D308	Leisure Centre Car Parks – Testing Centres – To agree the use of the carparks at Ainslie Park and the Jack Kane Leisure Centre as walk-through testing centre sites, as detailed in the report.	18/02/2021
D309	Spaces for People – School Projects – To agree the recommendations for St Georges School for Girls, and The Edinburgh Steiner School, as detailed in the report.	18/02/2021
D310	Spaces for People – Corstorphine High Street - To agree the recommendations for the scheme for Corstorphine High Street, as detailed in the report.	18/02/2021
D311	Spaces for People – Drum Brae North Cycleways - To agree the recommendations for the scheme for Drum Brae North Cycleways, as detailed in the report.	18/02/2021
D312	Free School Meals Payments – Proposed Extension to 15 March 2021 – To approve payment of Free School Meals, to coincide with the currently assumed date for school re-opening. This additional fortnightly payment will cost a further £194.5k which will be met from Scottish Government Covid-19 funding.	25/02/2021
D313	Managing Risk through Covid-19 and into Adaption and Renewal – To note the report.	25/02/2021
D314	Proposed New Covid-19 Testing Centres - To agree the libraries at Oxbgangs and Newington as the preferred options.	25/02/2021
D315	To agree to use libraries where possible as asymptomatic testing centres.	25/02/2021
D316	Outdoor and Detached Youth Work - To agree to restart detached youth work in line with the latest Scottish Government guidance.	01/03/2021
D317	Newington Library - Approval for use as a Testing Centre - To agree Newington Library as a site to become a Walk-Through Testing Centre.	01/03/2021
D318	Covid-19 and NDR Billing for 2021/22 - To note the NDR billing process for 2021/22.	01/03/2021
D319	Gas Servicing Annual Inspections - To note measures taken to secure access for annual gas inspections and that Force of Law Entry (FOLE) will resume from 19 March 2021 in cases where tenants are not shielding.	01/03/2021
D320	Asymptomatic Testing Stations – To agree the recommendations as detailed in the report – to note all emergency decisions regarding testing centres (symptomatic and asymptomatic) will be taken by the Chief Executive and Council Leaders.	01/03/2021
D321	S&LL, Sport and Outdoor Learning Unit – EPIC outdoor learning days – To approve the extended one-day experience for CEC classes commencing in SG Protection Levels 2-0 (based on current definitions), as detailed in the report.	04/03/2021
D322	Wester Hailes Healthy Living Centre – To approve the access to the Wester Hailes Healthy Living Centre as detailed in the report. To note there were no cost implications for CEC and the proposal has been approved by the NHS Gold Command Group.	04/03/2021

D323	Spaces for People Scheme - Meadow Place Road / Ladywell Road – To approve the implementation of the scheme as set out in design drawings, with consideration to adding red screed at side roads and d island pinch points.	04/03/2021
D324	Provider sustainability payments – To approve the fourth tranche of payments totalling £4,134,559 as detailed in the report.	04/03/2021
D325	Free School Meal Payments – To approve payment of Free School Meals for HS pupils for a further fortnight to 29th March. This additional payment will cost £80k which has been agreed. To note eligible PS pupils will be in school from 15th March to receive their meal.	08/03/2021
D326	Absence & sick pay for adverse effects of the Covid vaccine – To agree to include staff unable to work due to adverse effects from the Covid vaccine in the full pay scheme.	08/03/2021
D327	Council Resilience Centre Operations and Locality Highlights Report February 2021 – To note the report. To agree to log any incidences of ASB within or at CRCs.	08/03/2021
D328	Scottish Government Discretionary Grant Funding for Business – Additional Funding – To approve the direction set out in the proposals 1, 2 and 3 in the report. To note this would be discussed with the relevant Conveners and Opposition Group Spokespeople	08/03/2021
D329	Phase 2 of Schools Reopening - March 2021 - To note the planned arrangements acknowledging the key principles identified at 3.7 - 3.12 of the report. To ensure the Leader is fully briefed on schools reopening ahead of Full Council.	08/03/2021
D330	Re-introduce library delivery service to Housebound and Library Link service users – To approve the re-introduction of the library delivery service to Housebound and Library Link service users as detailed in the report.	11/03/2021
D331	Oxgangs Library – Testing Centre – To approve Oxgangs Library for use as a symptomatic testing centre as detailed in the report.	11/03/2021
D332	Cultural Advertising Supplier Relief – To approve the contract payment reductions for Build Hollywood Ltd in recognition of lockdown trading restrictions as detailed in the report.	11/03/2021
D333	To approve the purchase of 20,000 face coverings for school staff at a cost of £20,000, funded through the education recovery Covid funding and approved by Finance.	11/03/2021
D334	Targeted Supported Study – To agree in-principle that Schools are given permission to put plans in place at local level subject to feedback from the EC&F Conveners.	15/03/2021
D335	Drum Brae Leisure Centre – Local Testing Facility - To agree the car park at Drumbrae Leisure Centre as a site for a walk-through testing centre as detailed in the report.	18/03/2021
D336	ALEOs COVID-related support – To note the content of the report setting out the additional financial support provided by the Council to Arm's-Length External Organisations (ALEOs) in the 2020-21 financial year; and to approve the funding of £153k to Transport for Edinburgh being its share of monies	18/03/2021

	received from the first tranche of Scottish Government's Loss of Income Funding Scheme.	
D337	To agree the intention to begin a return to offices and the City Chambers from 23rd August subject to Scottish Government guidance and social distancing.	18/03/2021
D338	Spaces for People - Revisions to Traffic Prohibitions Adjacent to Schools - To approve the revised prohibition timing as detailed in the report.	18/03/2021
D339	Spaces for People – Slateford Road, Travelling Safely – To agree to proceed with the project delivery for Slateford Road subject to the Stage 2 Road Safety Audit conducted on a section by the railway overbridge at Meggetgate in advance of delivery.	18/03/2021
D340	Spaces for People - South Bridge, Travelling Safely – To agree in principal the scheme as set out in design drawings. A further discussion with the North Bridge Repairs Project team will be carried out to review proposed amendments to their traffic management layout.	18/03/2021
D341	Proposed New Covid-19 Testing Centres – To note the position on the eight Covid-19 testing centres as detailed in the report. To agree the license for the Usher Hall will be extended on a rolling monthly contract from 15 April. To agree the license for Gate 55 would be extended by 6 months from 15 April.	22/03/2021
D342	To agree all service resumption decisions will be co-ordinated through CLT and CIMT with Communications and Resilience teams and presented to Members collectively.	25/03/2021
D343	Community access to secondary school sports facilities – To approve the re-opening of community access to secondary school sport facilities after the Easter school holidays as detailed in the report.	25/03/2021
D344	First Aid Training - resume training for transport staff – To approve first aid training for Travel Hub staff as detailed in the report.	25/03/2021
D345	Resumption of Outdoor Youth Work – To approve the re-start of outdoor youth work provision as detailed in the report. To prepare a response for member/public enquiries on the resumption of indoor youth work activities.	25/03/2021
D346	Manual Handling Awareness Training - face to face training to Council employees – To approve the in-person practical element of manual handling awareness training as detailed in the report.	25/03/2021
D347	Re-start access to 3G and grass pitches within the school estate for clubs with access to their own changing facilities – To agree that clubs with their own pavilion on school grounds can access the 3G/grass pitches prior to the re-start of the community access service as detailed in the report.	25/03/2021
D348	Use of European Room at City Chambers to conduct Civil Ceremonies Fri, Sat & Sun – To approve the use of the European Room for conducting Civil Ceremonies on Friday (pm) Saturdays and Sundays as detailed in the report.	25/03/2021
D349	Cleaning and Janitorial Resources – To agree the report recommendations for FM future resource requirements to deliver enhanced cleaning and infection control which will be funded through Covid and safety mitigation in schools funding.	25/03/2021
D350	Proposals for Outdoor Hospitality – To approve the suspension of parking/kerbside space to accommodate outdoor hospitality space where possible and for the associated costs not to be passed on to the applicants.	25/03/2021

	To approve the suspensions of charges for tables and chairs permits across the city until at least 30 September 2021.	
D351	Inch Nursery Plant Sales – To approve in principle the plant sale at Inch Nursery as detailed in the report subject to sign-off from H&S.	25/03/2021
D352	S&LL Resources for COVID Case Management – To approve in principle a COVID case management team, trained, and with clear reporting and governance within Resilience subject to the clarification of funding.	25/03/2021
D353	Former Portlee Day Centre – Local Testing Facility - To approve the former Portlee Day Centre as a site to become a Walk-Through Testing Centre.	29/03/2021
D354	To agree the license for the Usher Hall will be extended by 6 months from 15 April - overriding D341.	29/03/2021
D355	ALEO COVID-related support – Follow Up – To note the further support provided to Edinburgh Leisure, and to approve the additional support of £2.423m to Edinburgh Trams which will, in turn, enable it to settle outstanding invoices with the Council under the new arrangements for maintenance charges B36. This is in line with the £21m of support agreed by Finance and Resources Committee.	29/03/2021
D356	Spaces for People – Mayfield Road – To approve the recommendations as detailed in the report.	29/03/2021
D357	Spaces for People – Slateford Road Amendment – To approve project delivery on the basis of the amended designs without delay.	29/03/2021
D358	Spaces for People – Duddingston Road West – To approve the implementation of the scheme as detailed in the report.	29/03/2021
D359	Managing Risk through Covid-19 and into Adaptation and Renewal – To agree in principle to remove the risks proposed for removal and detailed in paragraph 3.7 unless advised otherwise.	29/03/2021
D360	Criminal Justice Social Work - Groupwork Services – To approve the extension of the services delivered from Grindlay Street Court Social Work Centre as detailed in the report.	01/04/2021
D361	Resumption of support to Adult learning groups in an outdoor setting – To approve the resumption of services for vulnerable groups in line with current SG guidance as detailed in the report.	01/04/2021
D362	Use of Assembly Rooms for Asymptomatic Testing Centre Staff Training – To approve the opening of Wester Hailes Library as a temporary community testing centre and permit training for staff in the Assembly Rooms as detailed in the report.	01/04/2021
D363	SfP - Braid Road and Greenbank to Meadows Quiet Route (Southern Section) – To approve the project for installation without delay using lining and markings, bolt down 'Cycle Lane Defenders' and temporary traffic management equipment. To ensure the Leaders are notified of the project.	01/04/2021
D364	Spaces for People – Broughton Street to Canonmills – To approve the implementation of the scheme as detailed in the report.	08/04/2021
D365	Spaces for People – West Shore Road – To approve the implementation of the scheme as detailed in the report.	08/04/2021

Policy and Sustainability Committee

10:00am, Tuesday 20 April 2021

Best Value Assurance Audit Response

Executive/routine Executive
Wards
Council Commitments

1. Recommendations

The Committee is recommended to:

- 1.1 Note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.

Andrew Kerr

Chief Executive

Contact: Hayley Barnett, Corporate Governance Manager

Strategy and Communications Division, Chief Executive's Service

E-mail: Hayley.barnett@edinburgh.gov.uk | Tel: 0131 529 3996

Best Value Assurance Audit Response

2. Executive Summary

- 2.1 This report provides an update on the progress made to respond to the Best Value Assurance Audit recommendations.

3. Background

- 3.1 [The City of Edinburgh Council Best Value Assurance Audit Report \(BVAR\)](#) was published by the Accounts Commission on 26th November 2020.
- 3.2 At the Policy and Sustainability Committee (1 December), Governance, Risk and Best Value Committee (8 December) and full Council (10 December), elected members considered a report noting the findings of the BVAR, the approach to ensure a comprehensive and holistic response to the audit and provided feedback on priority areas for improvement.
- 3.3 At the Policy and Sustainability Committee on 23 February, members agreed, following the implementation of the Planning and Performance Framework, the actions to address the Best Value Assurance Report recommendations (as set out at Appendix 1) will be integrated into the Business Plan performance reporting cycle.
- 3.4 A separate report on the development of the Planning and Performance Framework will be considered by the Policy and Sustainability Committee.

4. Main report

- 4.1 As highlighted within the Best Value Assurance Report, it is important for the Council to consider the Best Value response in totality. The table at Appendix 1 sets out the initial response considered by committee in February and notes progress since then for each recommendation.
- 4.2 There are several recommendations where further reports are being considered on the agenda.

5. Next Steps

- 5.1 Following the implementation of the planning and performance framework, the actions will be further developed and integrated into the Business Plan performance reporting cycle.

6. Financial impact

- 6.1 There is no direct financial impact resulting from the Best Value Assurance Audit. All improvement actions will be individually costed and will be required to be managed through existing revenue budget allocations.

7. Stakeholder/Community Impact

- 7.1 Stakeholder engagement on specific recommendations will be developed as the Council responds to the BVAR recommendations.

8. Background reading/external references

- 8.1 [Best Value Assurance Audit](#) – City of Edinburgh Council, 10 December 2020
- 8.2 [Council Business Plan and Budget 2021/26](#) – Finance and Resources Committee, 2 Feb 2021
- 8.3 [Best Value Assurance Audit Response](#) - Policy and Sustainability Committee, 23 February 2021

9. Appendices

- 9.1 Appendix 1 - Best Value Assurance Audit – Status Update Table

Appendix 1 – Status Update Table

Recommendation		Status at February 2021	February Update	April Update
1(a)	<p>As part of its Adaptation and Renewal Programme, the council should quickly amalgamate its Business Plan and Change Strategy, to provide clearer priorities and direction for the council.</p>	<p>On 27 January the Council published the draft three-year Council Business Plan: Our Future Council, Our Future City.</p> <p>The draft Business Plan brings together 15 outcomes and accompanying actions for the next three years. It includes detail on working with our partners, our finances and the new planning and performance framework.</p> <p>The Business Plans provides a strategic direction for the Council and will be supported by the updated the Council Budget and the refreshed People Strategy and underpinning Workforce Plan.</p>	<p>The Business Plan and Budget were considered by the Finances and Resources committee on 2 February 2021 ahead of Council on 18 February. The draft Business Plan is a live document and will evolve in line with both council priorities and service delivery changes.</p> <p>The People Strategy and Workforce Plan will be considered by the Policy and Sustainability Committee in April 2021.</p>	<p>The Council approved the proposed Business Plan: Our Future Council, Our Future City, on 18 February. The document is now available on both the Council website and intranet.</p> <p>Both internal and external communications have been undertaken on the Business Plan, most significantly a series of staff sessions called Bringing the Business Plan to live. These have been led by senior management and well attended by colleagues across the Council.</p> <p>The People Strategy and Workforce Plan have since been developed and keep</p>

				the same tone and style as the Business Plan to ensure consistency. They are both on the agenda for the Policy and Sustainability Committee's consideration.
1(b)	As part of its Adaptation and Renewal Programme, the council should prepare sustainable medium and long-term financial plans, and detailed workforce plans, to support its strategic priorities.	<p>Given the announcement on 5 January 2021 that Edinburgh and all other mainland authorities in Scotland would be returning to arrangements akin to the March 2020 lockdown and the significant consequent increase in uncertainty and risk that any longer-term budget is based on incomplete information or flawed assumptions, the primary focus for 2021/22 activity has reflected the Council's statutory responsibility to set a balanced budget for the following year by 11 March. This shorter, one-year timeframe is consistent with both the UK and Scottish Governments and councils elsewhere in Scotland.</p> <p>Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.</p> <p>The BVAR also noted findings in relation to the setting and subsequent implementation and delivery of the Council's revenue budget. These included continuing shortfalls in savings delivery (and consequent reliance on savings in non-service budgets), a lack of</p>	Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.	No further update at this stage.

		<p>robustness in the implementation plans for some proposals and the potential for the Council's use of reserves to become unsustainable without decisive action.</p> <p>In seeking to address these concerns, a number of further enhancements have been introduced into this year's process, including updated, detailed and consistently applied guidance for Finance professionals in assessing the rigour of accompanying savings implementation plans and more general earlier recognition, through discussion and agreement at Corporate Leadership Team, of the impact of underlying service pressures and savings shortfalls on the robustness of the budget framework. An indicative five-year planning timeframe has also been adopted.</p> <p>In light of the COVID-related risks within the budget framework, it is also proposed to realign and reprioritise the Council's reserves with effect from 31 March 2021 as follows:</p> <ul style="list-style-type: none"> (i) an increased unallocated General Fund balance of £25m, equating to around 2.3% of the Council's net expenditure and being more in line with other authorities in Scotland; (ii) a series of ringfenced reserves maintained for statutory or specific policy reasons or to reflect timing differences between the receipt of income and its subsequent application, together totalling £55m; 		
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		<p>(iii) a workforce transformation reserve of £15m, less commitments incurred as part of the recent targeted staff release programme for senior managers, to facilitate organisational restructuring and deliver associated recurring efficiency savings; and</p> <p>a COVID contingency reserve of £16m, acknowledging the continuing uncertainty of the recurring impacts of the pandemic on, in particular, income levels in key areas such as parking, commercial rentals and other fees and charges.</p>		
2	<p>The council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings.</p>	<p>Continuous improvement is central to the Council's approach for an integrated planning and performance framework (see recommendation 4) aligned to the Council's new business plan.</p> <p>This integrated framework is underpinned by the 'plan, do, check, review/act' model and methodology.</p> <p>To ensure delivery of the draft business plan outcomes and service priorities we will introduce the development of annual service plans at all levels in the Council (from Directorate to Service Team level). Plans will be aligned to Key Performance Indicator (KPI) scorecards and underpinned by trend dashboards which will be monitored and actioned regularly.</p> <p>Each year service teams will undertake a detailed review of their plans and associated performance to assess the progress we have made in delivering our outcomes and improving performance. This review</p>	<p>A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability in April 2021.</p> <p>As part of developing the framework we will undertake early discussion with political groups to inform our approach.</p>	<p>The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>Political Groups have all been offered discussions and a session with members of GRBV is planned.</p> <p>The intention is to take a two-stage approach at Committee. In April's Policy and Sustainability</p>

		<p>will inform service planning for the next year which will ensure that continuous improvement is embedded at all levels.</p> <p>To ensure effective scrutiny of our performance we will develop a regular cycle of performance reporting for Elected Members as well as the wider public.</p> <p>We will also engage with the Improvement Service to look at the options open to the Council to implement a strategic approach to self-evaluation which will align to and enhance our integrated planning and performance framework.</p>		<p>Committee, officers are presenting the framework as developed to date, including feedback from Member sessions. In the June Committee, officers will present the proposed final framework which will then be rolled out.</p> <p>Consideration is being given to support performance literacy across the Council.</p>
3	<p>To help them carry out their best value responsibilities, elected members should take advantage of the learning and development opportunities provided by the council.</p>	<p>To fully respond to this recommendation officers are proposing a short (end of March 2021), medium (2021/2022) and longer-term response (post local government 2022 election).</p> <p>Short (end March 2021) – To ensure elected member learning and development meets statutory requirements, is continuous, relevant and of good quality officers will carry out an audit of all current training materials and communicate the current offering to members. All statutory and requested training will also continue.</p> <p>Medium (2021/2022) – A training needs analysis will be carried out with elected members. This will be fundamental to identify any gaps in learning and</p>	<p>The Policy and Sustainability will be provided with an update on the progress of this recommendation at its next meeting in April 2021.</p>	<p>The short-term commitment to carry out an audit of all current training materials and communicate the current offering to members in complete. Members were emailed on 25 March 2021.</p>

		<p>development and help implement further training that is useful, relevant, developmental and will encourage and support participation. A key aspect of this will be to consider more online and virtual training to allow members to complete learning and development at a convenient time.</p> <p>Long-term (post Local Government elections) - The training needs analysis will be a fundamental tool to support the induction and on-going training offering to new and returning members after the 2022 election. As in previous election years, a full 8-week induction programme will be offered to members. Building on this, there will then be a focus on continuous learning and development with members supported to take an active role in their development and monitor their participation in further training. This will allow training needs to be identified on an ongoing basis and training and development to be offered timeously.</p>		
4(a)	<p>The council should further improve its performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of improvement work.</p>	<p>The Council's draft Business Plan includes a new strategy performance map which details the outcomes, actions and initial metrics.</p> <p>Work is now underway to further develop the strategy performance map and we will be working with teams to agree annual plans and metrics. This is in advance of rolling out the new integrated planning and performance framework which will go live from May 2021, following the closure of the 2020 – 2021 annual performance report.</p>	<p>A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability Committee in April 2021.</p>	<p>The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.</p>

4(b)	<p>The council should further improve its performance reporting by publishing easily accessible, up-to-date performance information on its website.</p>	<p>The new planning and performance framework will provide a clear link between our three- year business plan, key strategies, annual service plans and the underlying performance framework including benchmarking.</p> <p>The framework will be underpinned by a cycle of ‘plan, do, check and review and act’ and will aim to drive a culture of continuous improvement (see recommendation 2). The business plan outcomes will be aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones where appropriate, which will allow for open discussion and scrutiny of performance at organisational and service team levels, as well as with Elected Members and the wider public on a regular basis.</p>		<p>The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee’s consideration.</p>
5(a)	<p>In order to make community engagement an integral part of service improvement and delivery, the council should embed the lessons from effective community engagement activity and clearly communicate the results of, and the council’s response to, community consultation.</p>	<p>Officers have developed a new Consultation and Engagement policy to formally embed the principles of high-quality engagement and consultation into the way we work. The intention was to bring this to committee in spring 2020 but consideration was delayed due to the impact of the pandemic.</p> <p>The Council is also developing a Consultation Advisory Panel of expertly trained council officers who will evaluate proposed significant consultations and make recommendations to the Corporate Leadership Team. This group will be established in line with the implementation of the new Consultation and Engagement policy and will be chaired by senior managers on a rotating basis. This will ensure a high quality and coordinated approach to community consultation and engagement.</p>	<p>The Consultation and Engagement policy will now be brought to the Policy and Sustainability Committee for consideration at its next meeting in April 2021.</p> <p>Following agreement of the Policy, a series of officer and elected member briefings on effective community consultation and engagement will be delivered in May 2021.</p>	<p>The Consultation and Engagement policy is on the agenda for the Policy and Sustainability Committee’s consideration.</p>

		<p>The Consultation Advisory Panel will ensure that planning for consultation and engagement takes account of and commits to the public reporting of how citizens' views have shaped the decisions of the Council. This approach will be implemented following Council agreement of the Consultation and Empowerment policy and will be reflected as part of the Business Plan annual performance report.</p> <p>The Council 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.</p> <p>The Council is considering its approach to empowering communities and the relationship with community councils with partners in the city, under the auspices of the Edinburgh Partnership. This is being taken forward by a working group (see 6a below). This allows the Council to consider its approach in the round and as part of a comprehensive suite of reforms for community planning and community empowerment.</p>	<p>Further consideration of how the wider skills and capacity of the organisation can be enhanced will be addressed as part of the Council's People Strategy and workforce plans. This will be considered by the Policy and Sustainability Committee at its April meeting.</p>	<p>The People Strategy and workforce plans are on the agenda for the Policy and Sustainability Committee's consideration.</p>
5(b)	<p>In order to make community engagement an integral part of service improvement and delivery, the council should support community groups to complete asset transfers</p>	<p>Community Asset Transfer (CAT) is an important element of the Council's approach to Community Empowerment. The Council has a well-established CAT Policy and provides advice and guidance to community organisations at all stages of the process to enable them to present the best possible case for an asset transfer. Prior to formal asset transfer requests being submitted, officers score the draft submissions following the CAT policy scoring matrix</p>	<p>As a part of the Draft Council Business Plan, the opportunity for greater use of Community Asset Transfer will be considered as a part of the Council's proposed approach to '20-minute neighbourhoods' and</p>	<p>No further update at this stage.</p>

		and works with the community to improve their business case so that it is as strong and robust as possible in terms of finance, operation, community consultation and governance. The Council has recently seen evidence of a greater number of Community Asset Transfer requests which it has supported and the number of approved requests has risen during the last 12 months.	enable greater community resilience and empowerment in the future.	
6(a)	The council should work with the Edinburgh Partnership Board to implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities.	<p>Work to progress this recommendation will be taken forward in two parts;</p> <ul style="list-style-type: none"> i) as a Community Planning Partnership looking at effective partnership working, and, ii) as a Council in support of community capacity and local empowerment. <p><u>The Edinburgh Partnership</u></p> <p>Following a meeting of the Edinburgh Partnership Board on 15 December 2020, a working group of key partners led by the Council's Executive Director of Place was established to consider the Accounts Commission's recommendations and formulate a partnership response. Initial work has been carried out, with the group identifying key thematic areas for improvement covering governance to deliver outcomes, performance and community engagement. A detailed set of proposed improvement actions under each of these themes was approved by the Edinburgh Partnership Board in March 2021.</p> <p>The Edinburgh Partnership Board has also committed to developing a Community Empowerment Plan and a</p>	The Policy and Sustainability Committee will be updated on the outcome of Edinburgh Partnership working groups findings at its next meeting in April 2021 and on the Community Empowerment Plan in August 2021.	The Edinburgh Partnership's improvement actions and in particular the Council's commitments to achieving these are on the agenda for the Policy and Sustainability Committee's consideration.

		<p>draft report is due for consideration by the Board in summer 2021.</p> <p><u>The Council</u> The Council Business Plan has clearly articulated how the Council's priorities and key strategic programmes of work align with the Community Planning Partnership priorities (LOIP) and, in response to committee agreement to give further consideration of genuine local community empowerment, the Council is carrying out a review of the team supporting community empowerment.</p> <p>This will address how the Council improves its approach and capacity to effectively involve community representatives in local outcome plans and the work of the Edinburgh Partnership.</p>		
6(b)	The council should work with the Edinburgh Partnership Board to produce progress reports with clear targets, accountable leads and links between the actions taken and the impact on performance.	Officers are working with community planning partners to agree clear performance measures and reporting framework. A draft is due to be considered by the Edinburgh Partnership Board in June to allow for any changes resulting from the Best Value working group (detailed under 6a) recommendations to be reflected and to align with the Council's new integrated planning and performance framework (due for implementation in May 2021)	The Policy and Sustainability Committee will be updated on the outcome of this work at its following meeting August 2021.	The work on performance measures and reporting framework is progressing. An update will be provided in August 2021.

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Policy and Sustainability Committee

10:00am, Tuesday 20 April 2021

Edinburgh Partnership Best Value Audit Improvement Plans

Executive/routine
Wards
Council Commitments

Executive

1. Recommendations

The Committee is recommended to:

- 1.1 Approve the recommended actions agreed by the Edinburgh Partnership Board on 23 March 2021 in response to the Best Value Audit Partnership findings.
- 1.2 Agree that the following actions by the Edinburgh Partnership would be led by the Council:
 - 1.2.1 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.
 - 1.2.2 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.
 - 1.2.3 Develop a framework for collaboration with the Edinburgh Association of Community Councils and community councils, to ensure they can fulfil their statutory function in representing local communities, and build a productive relationship with all community planning partners and the Council in particular.
- 1.3 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.

Andrew Kerr

Chief Executive

Strategy and Communications Division, Chief Executive's Service

Edinburgh Partnership Best Value Audit Improvement Plans

2. Executive Summary

- 2.1 This report provides a summary 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.
- 2.2 The improvement actions seek to strengthen the strategic approach of the LOIP to take account of the climate emergency and the importance of public health and to develop a shared partnership approach to 20 minute neighbourhoods.
- 2.3 The improvement actions seek to strengthen the delivery of outcomes by progressing with agreed improvement actions including around performance monitoring but also by strengthening the infrastructure to support community planning with the development of community empowerment teams
- 2.4 Finally the improvement actions seek to strengthen community engagement and influence by develop a joint approach to the role of community anchors; developing plans to deliver on community wealth being agenda and strengthen the role of community partners as anchor institutions and; ensuring that the voice of people living with poverty is heard within community planning through the End Poverty Edinburgh Group.

3. Background

- 3.1 [The City of Edinburgh Council Best Value Assurance Audit Report \(BVAR\)](#) was published by the Accounts Commission on 26th November 2020.
- 3.2 At the Policy and Sustainability Committee (1 December), Governance, Risk and Best Value Committee (8 December) and full Council (10 December), elected members considered a report noting the findings of the BVAR, the approach to ensure a comprehensive and holistic response to the audit and provided feedback on priority areas for improvement.
- 3.3 Audit Scotland presented their findings at the December Edinburgh Partnership Board meeting and the Partnership agreed to establish a short life working group

led by the Council's Director of Place to develop recommendations and improvement actions to address the audit findings.

- 3.4 The working group met three times through January and February and a paper with recommendations and improvement actions was considered by the Edinburgh Partnership Board in March. This paper brings those recommendations to the Council as a community planning partner to approve the actions and in particular those actions which will be led by or impact Council services.
- 3.5 The report also summarises the separate but associated actions the Council is taking forward to improve consultation and engagement with communities and citizens.

4. Main report

4.1 The Improvement actions identified in this report are in direct response to the Best Value Audit. However, they also try to take account of the changed context of the city having experienced a global pandemic.

4.2 The report below describes the Audit finding and the improvement action directly related to that finding.

Strategic Planning

4.3 Audit Scotland found that there wasn't an easily accessible single strategic plan for the Council or the city.

4.4 The Council has already taken action to respond to this finding by publishing the Council Business Plan laying out three overarching policy priorities – Ending Poverty, Sustainability and Wellbeing and Equality.

4.5 The Council Business Plan was also aligned with the Edinburgh Partnership priorities contained within the Local Outcome Improvement Plan (LOIP).

4.5.1 Enough Money to Live on

4.5.2 Access to work, learning and training opportunities

4.5.3 A Good Place to Live

4.6 However, the Edinburgh Partnership Board recognised that much has changed since the LOIP was originally agreed, including a climate emergency being declared with consequence legislative targets being set; and the onset of a global pandemic and public health emergency. Much has been learnt about the potential of partnership working and collaboration by the city partners during the pandemic and also about the power, capacity and potential of empowered citizens and communities that partners were keen to maintain and grow.

4.7 The Edinburgh Partnership Board improvement action is to:

4.7.1 Review the LOIP priority – A good place to live - by June to reflect a broader definition of health and wellbeing that supports the development and growth of healthy, sustainable communities across the city.

- 4.8 This action will ensure a closer alignment between the LOIP and the Council Business Plan. It is also intended that Public Health Scotland will play a leading role in developing the theme and supporting the delivery plans associated with it.
- 4.9 In addition, and connected to this action, the partnership also committed to an improvement action to:
- 4.9.1 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.
- 4.10 This action also strategically aligns the Council Business Plan and the LOIP but more importantly ensures that the concept of a 20 minute neighbourhood goes beyond the plans of the Council into something which is supported and developed as a city approach across all the key statutory partners. It also brings the concept of sustainable places and communities to the fore alongside more accessible and better integrated services for people.

Delivering Outcomes

- 4.11 Audit Scotland found the Edinburgh Partnership had:
- 4.11.1 Made mixed progress against Community Plan Outcomes
- 4.11.2 Not yet established effective community planning governance arrangements to deliver outcomes
- 4.11.3 Struggled to develop effective Locality Improvement Plans
- 4.11.4 Weaknesses in performance reporting
- 4.12 Since the Audit has been conducted, The Edinburgh Partnership Board has signed off reviewed Local Improvement Plans and these have or are being agreed by respective partners.
- 4.13 In addressing these findings, it was acknowledged that the audit had been conducted prior to the pandemic and that work had already been underway within the LOIP delivery group to address these issues. As such the Partnership improvement action is that:
- 4.13.1 Improvement activity already agreed by the Partnership continues to be implemented including developing a model of facilitation and support for community planning, performance and communications.
- 4.14 In addition, the Edinburgh Partnership Board acknowledged that not enough capacity and resource had been allocated to establish the new governance arrangements successfully in all parts of the city. This was further impacted by COVID and the lockdown of the city. The improvement action put forward below would be delivered by the Council.
- 4.14.1 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.

- 4.15 These teams would be established following the completion of the review of localities and life-long learning services which was put on hold as the Pandemic broke out. While the exact nature and role of the teams would be subject to a full consultation, the objective would be to ensure that there is increased resource deployed at community level to support community development and empowerment activity. The effectiveness of the teams would be kept under review to ensure they were effectively delivering on the empowerment ambitions and also to inform the organisational commitment to strengthen the Council's overall skills and capacity in this area.
- 4.16 In addition, the Edinburgh Partnership recognised that community councils have an important role to play in the City and that this is an integral part of the overall infrastructure that supports community engagement, consultation and representation. This role benefits the whole partnership as well as the Council and while the Council has a specific responsibility to and unique relationship with community councils, actions to improve their role, relationship and capacity involve the whole partnership. The improvement action agreed by the Partnership was to:
- 4.16.1 Develop a framework for collaboration with the Edinburgh Association of Community Councils and community councils, to ensure they can fulfil their statutory function in representing local communities, and build a productive relationship with all community planning partners and the Council in particular.

Community engagement and influence

- 4.17 Audit Scotland found that there was a need to increase community engagement and influence.
- 4.18 The Edinburgh Partnership had already committed to strengthen the partnership approach to community empowerment and officers were already collaborating on the development of a city Community Empowerment Plan. The Partnership committed to progressing this plan with speed and to ensure that it clearly outlined how the Partnership would support and increase community influence in community planning.
- 4.19 In addition, the Partnership identified three specific improvement actions focusing on the role of community anchors; community wealth building and including the voices of people with experience of poverty in community planning.

Community Anchors

- 4.20 The Council (in its Council Business Plan) and the Edinburgh Integration Joint Board (as part of the Edinburgh Pact) have both indicated in their respective organisational plans, a desire to develop and invest in the role of Community Anchors. This improvement action would ensure that the whole community planning partnership recognises and supports the role of community anchor organisations acting as voluntary sector hubs. These hubs would be places of community empowerment, social renewal, community building, regeneration, opportunities to volunteer as well as vehicles to deliver local services and activities jointly and

through, basing the approach on strong community empowerment principles. The improvement action agreed by the Partnership is to

4.20.1 Coordinate on the development of, and model for, operationalising community anchor organisations through the co-production of a shared definition and associated tools and processes.

4.21 At the Partnership meeting a further paper was tabled by EVOC developing the thinking around community anchors. Future work would be led by the Third and voluntary sector and would be integrated into the development of the 20 minute city.

Community Wealth Building

4.22 Community wealth building provides a mechanism for harnessing the collective strength of local communities, organisations and in particular anchor institutions to support the development of strong local economies and has an important role in supporting effective community engagement.

4.23 Major sectors have roles as anchor institutions to contribute to community wealth building through their spending, investment, employment and use of physical assets, including national and regional agencies, government, NHS, Universities, Colleges, the housing sector and other statutory partners. The Partnership improvement action is to:

4.23.1 Promote and rally the support of Anchor Institutions and more broadly develop plans to collaborate on the delivery of the Community Wealth Building agenda.

Citizen voices

4.24 The Edinburgh Partnership and the Council accepted the Edinburgh Poverty Commission recommendation that it directly involve people with lived experience of poverty in community planning and decision making. A new independent citizen led group, End Poverty Edinburgh has been established to enable this to happen well and with impact. The Partnership and the Council need to give careful thought as to how this group can be encompassed into the overall approach to community empowerment and Council activity. The improvement action is to:

4.24.1 Develop future ways of working with the new End Poverty Edinburgh citizens group to ensure that the voices of people with experience of poverty continue to inform the way the Partnership plans and delivers services.

Council improvement actions

4.25 In addition to the agreed Partnership actions outlined above, the Council has also taken a number of specific improvement actions relating to the wider findings of the Audit.

Consultation and engagement

4.26 A further paper on the Policy and Sustainability Committee agenda addresses the quality and inclusivity of Council consultation and engagement activity; setting a new Council policy to strengthen the Council's approach – including more rigorous

approach to closing the feedback loop with citizens and additional operational oversight of stakeholder engagement plans.

- 4.27 It also establishes a Consultation Advisory Group to provide expert evaluation of the engagement plans; ensure that there is coordination of Council activity and providing a means of escalating proposals in need of Corporate Leadership Team consideration and approval.

Participatory Budgeting

- 4.28 Prior to lockdown, Council officers were exploring opportunities to increase Participatory Budgeting across a number of service areas including Parks, Active Travel, Pupil Equity Fund, Early Years, and the Neighbourhood Environment Programme, Roads and Housing Revenue Account. This work went into abeyance due to the pandemic and has recently been resumed. Meetings have been held and the commitment of service areas to collaborate on the development of proposals that can be considered by the Corporate Leadership Team and brought to the Policy and Sustainability and the Finance and Resources committees for consideration.

Community Council Boundaries

- 4.29 As part of discussions with community councils which have informed the Partnership improvement actions above, a general concern about the size of some community councils has been raised with officers. This reflects the growth and development of the city with a recognition by all that this is a trend that is likely to continue. As such, the Edinburgh Association of Community Council (EACC) has asked to engage with the Council over the issue with a view to a future boundary review.
- 4.30 Officers are keen to hear the views of community councils on the issue and to work towards a boundary review at an appropriate time. A boundary review of the scale suggested by the EACC requires a scheme review which was last completed by the Council in 2019. The next scheme review is scheduled for 2023 with the next community council elections also in 2023. In 2019 the Council agreed that community council elections should take place every four years to disentangle it from the local government elections. This was to recognise the difficulty in the Council trying to deliver both these elections in the same year. Given this decision and the benefit of minimising the disruption of a wholesale boundary review by it taking place alongside elections it is not envisaged that any review of boundaries would take place until 2023. However, in the meantime officers will work with the EACC on the detail of any boundary changes.

Community Empowerment within the Council Business Plan

- 4.31 Many of the improvement actions identified in this paper progress commitments made in the Council Business Plan. 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 agreed improvement actions in this report, officers will bring back a report looking at further improvements that can be made. 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.

- 4.32 In the meantime the report on consultation and engagement commits the Council to developing a model of community engagement which strengthens the role of communities in decision-making processes; prioritises these skills within staff core training and as part of the work of the Community Empowerment Team.

5. Next Steps

- 5.1 The Edinburgh Partnership Working Group will resume in April to develop a delivery plan and bring forward a progress report and implementation plan to the Edinburgh Partnership in June
- 5.2 The Council intends to lead on the actions at paragraphs 4.9.1, 4.14.1 and 4.16.1 at a minimum and will report on progress to the committee as part of the Council Business Plan delivery monitoring.

6. Financial impact

- 6.1 There are no immediate financial implications from this report.

7. Stakeholder/Community Impact

- 7.1 Edinburgh Partnership members were consulted, officers also attended the Edinburgh Association of Community Councils.
- 7.2 The development of the community empowerment team will entail a formal consultation with staff.
- 7.3 Further engagement is planned with LCPPs

8. Background reading/external references

- 8.1 [Best Value Assurance Audit](#) – City of Edinburgh Council, 10 December 2020
- 8.2 [Council Business Plan and Budget 2021/26](#) – Finance and Resources Committee, 2 Feb 2021
- 8.3 [Best Value Assurance Audit Response](#) - Policy and Sustainability Committee, 23 February 2021

9. Appendices

- 9.1 none

Policy and Sustainability Committee

10:00am, Tuesday 20 April 2021

COVID-19 engagement and consultation approach

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Note the end of the suspension of consultation and engagement exercises, due to the covid pandemic, on 1 July 2021, assuming Scotland returns to Level 0 restrictions in late June as anticipated.
- 1.2 Approve the Council's new Consultation Policy, developed in response to the City of Edinburgh Council's Best Value Assurance Audit.
- 1.3 Note the Council 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.
- 1.4 Note a new signoff framework for defined 'tiers' of consultation with the most significant consultations going to CLT for approval.

Andrew Kerr

Chief Executive

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COVID-19 engagement and consultation approach

2. Executive Summary

- 2.1 The City of Edinburgh Council's Best Value Assurance Audit noted that while the Council consults with residents extensively and has used some innovative engagement approaches, more needs to be done to embed community engagement as an integral part of service improvement and delivery.
- 2.2 The Council recognises the need to strengthen community engagement, especially through pre-consultation activity that builds trust and creates consent in communities. The implementation of the Consultation Policy will help to deliver increased oversight on stakeholder engagement, while the development of a model for community engagement supported by skills development and training will help to cement this in everyday working practices. The establishment of the Community Empowerment Team will be at the heart of this activity.
- 2.3 The new Consultation Policy has been developed to reinforce the Council's commitment to effective consultation by strengthening our management and governance of consultation activity, and ability to evidence how views sought have influenced decisions made by the Council.
- 2.4 The policy formalises the Council's existing consultation framework; seeks to build skills and capacity of colleagues undertaking consultation and engagement; and establishes a process of signoff for key / significant consultations. This would be managed by an officer group but, where needed, signoff would be escalated to CLT.
- 2.5 The new approach to operational oversight will be fully established within three months of policy approval.
- 2.6 Following the introduction of covid pandemic restrictions, non-essential consultation activity was paused indefinitely. The Scottish Government now anticipates a return to Level 0 restrictions by late June 2021, therefore the Council will lift the suspension on consultations from 1 July. Should Scotland not return to Level 0 by late June, this date may be delayed by the Chief Executive.

3. Background

- 3.1 Each year the Council conducts a large number of consultation exercises. From 1 March 2019 to 29 February 2020 the Council launched 113 engagement or consultation activities on its online Consultation Hub and these received 39,714 responses. These figures only include responses logged with Consultation Hub and not responses collected through other methods including paper submission forms, letters, focus groups, petitions or community events.
- 3.2 With the public and most key stakeholders focused on dealing with and responding to the circumstances surrounding COVID-19, the Leadership Advisory Panel agreed on 23 April 2020 to pause all new consultation and engagement exercises that did not have statutory or COVID related requirements. This was done to minimise the risk of exclusion of certain categories of resident who would not have been able to engage during the covid pandemic, or who would have found engagement significantly more difficult. These measures also minimised the health risk to residents and Council officers during the period of community spread of the covid virus.
- 3.3 Following a successful roll-out of vaccination to vulnerable groups, and soon to the entire population, all consultation and engagement exercises will be able to resume from 1 July 2021, providing Scotland reaches [level 0 covid protection](#) by late June.
- 3.4 Services who are consulting face-to-face with their customers, clients or residents should continue to follow Scottish Government guidance on safe working practices, some of which will still be in place at level 0.
- 3.5 The Council's Best Value Assurance Audit highlighted that while the council consults extensively with residents and stakeholders, and can demonstrate innovative and participative community engagement, community empowerment is not yet embedded in the council's culture. The audit noted that more work is needed to ensure community engagement is recognised as an integral part of service improvement and delivery.
- 3.6 The Council is required to consult where it is making substantive changes to services which are likely to impact on residents. The Council also has statutory duties to consult when making changes to some services – such as traffic regulations and school building – and the Council must ensure that changes it makes do not unfairly disadvantage members of protected characteristics as defined by legislation.
- 3.7 However, consultation is only one way the Council can engage citizens in its decision-making processes. Community empowerment is a growing theme across the UK. Scottish Government has passed several recent acts that strengthen the direct voice of citizens in service design and budget allocation. The Council's Business Plan has a work programme dedicated to empowering our citizens and colleagues through prioritising collaborative ways of working and better involving citizens in service design and budget allocation.

- 3.8 The Council is under greater scrutiny to ensure that when we consult, the quality of the consultation process is high, that processes are inclusive and involve all affected groups, and that feedback is meaningfully reflected in the decisions the Council takes.
- 3.9 Failure to ensure the Council has a robust approach could have significant consequences for the Council. Several UK bodies have been compelled to reverse operational and policy decisions following court decisions, including re-opening facilities that were closed and repeating consultation activity that was done to a poor standard. Some of these organisations have also been left with substantial legal costs as a result of the failure to ensure high quality consultation. While there have been relatively few legal challenges on consultation in Scotland, compared to England, it remains a risk to the Council that needs to be addressed.
- 3.10 A Consultation Policy will reinforce the Council's commitment to effective consultation by strengthening our management and governance of consultation activity, and the Council's ability to evidence how views sought have influenced decisions made. This strengthened approach addresses the feedback from the Council's Best Value Assurance Audit by providing the opportunity to guide services towards developing more collaborative relationships with customers and citizens that support our wider organisational commitment to community empowerment.
- 3.11 Strengthening the governance of consultation activity will also allow CLT, senior management and elected members to have better sight and understanding of interconnected consultation projects taking place across the Council with a view to increasing the effectiveness of citizen engagement.

4. Main report

Consultation principles

- 4.1 When consultation is carried out it must be carried out fairly. The test of fairness includes four universal principles that have been established through court judgements:
- 4.1.1 consultation takes place when proposals are still at a formative stage;
 - 4.1.2 proposals include enough information to allow intelligent consideration and response;
 - 4.1.3 adequate time is provided for consideration and response; and
 - 4.1.4 the products of consultation must be conscientiously considered by decision-makers.
- 4.2 A new Consultation Policy will strengthen our approach to meeting the above principles and reinforce the Council's commitment to effective consultation. The policy will:
- 4.2.1 set out the Council's criteria for determining whether consultation is necessary, or if there is no scope to influence decisions or proposals that alternative methods are considered to engage / inform stakeholders;

- 4.2.2 strengthen the conditions for the management and governance of consultation activity by introducing a Consultation Advisory Panel that assesses consultations which have been assessed as high priority against eight criteria defined at 4.5;
 - 4.2.3 detail quality standards that consultation activity must meet to demonstrate how it will involve stakeholders in the shaping of proposals, that the process is fair and effective, and that genuine dialogue has enabled people to influence decisions; and
 - 4.2.4 require CLT sign-off for major consultation exercises which have been assessed as high priority against the eight criteria.
- 4.3 Consultation should allow adequate time for consideration and response. Adequate time should consider a range of factors, and statutory requirements may differ. However, as a good general rule, a consultation should run for a minimum of 12 weeks. This timescale is reflected in the policy.
- 4.4 A copy of the proposed policy, criteria and quality standards are included as Appendices 1-3.
- 4.5 Engagement between the Council and communities has been mixed, reflecting the insufficient time and capacity allocated to pre-consultation and pre-engagement phases that enable communities to shape the objectives and scope of activity. It is reasonable and in-keeping with the Consultation Policy that officers work to adopt a more inclusive engagement process which appropriately prioritises good, early conversations with communities and other stakeholders on an ongoing basis but particularly in respect of significant service changes such as the development of 20 minute Neighbourhoods
- 4.6 As part of the Consultation Policy, more attention will be given to pre-consultation and the development of stakeholder engagement plans. This will provide greater operational oversight of this part of the consultation process than is currently possible, and through the oversight function will lead to increased pre-consultation activity over time.
- 4.7 Deliberative and participative processes are of growing importance to civic decision-making in Scotland; and the Council will continue to seek and develop opportunities to use these approaches to create better outcomes for a broader range of citizens. However, the Council and Audit Scotland acknowledge that these approaches, which can add substantial value, are also resource and time intensive and require significant skills development within the organisation to implement successfully. This will need to be considered as part of the organisational change being developed to support delivery of the Council Business Plan.
- 4.8 Alongside the implementation of this policy, the Council will develop a model for community engagement, and prioritise engagement within core skills training, and as part of the work of the Community Team. This model for engagement would support the planning and delivery of major projects, for example 20-minute Neighbourhoods.

Three-tier approach / Establishing a Consultation Advisory Panel

- 4.9 Colleagues must assess their proposed consultation against eight criteria:
- Scope to influence decision
 - Strategic
 - Legislative
 - Service provision
 - Number of people likely to be directly impacted
 - Community / Environmental impact
 - Political / Reputational impact
 - Project Risk
- 4.10 In the event where any criteria are scored as 'High', the consultation must be referred to the Consultation Advisory Panel (CAP). If two or more criteria are scored High, the CAP will then refer the consultation to CLT for final review and sign off.
- 4.11 The CAP will act as a gateway to support and challenge high-assessed consultation activity by evaluating proposed consultations against consultation standards, ensuring a communications approach has been developed to support the consultation activity, offering advice on how to ensure that risks have been appropriately managed and considered, and advising whether they are satisfied that the consultation can begin.
- 4.12 The CAP will be led on a rotational basis by a Head of Service and will consist of approved practitioners of consultation and public engagement, who have completed accredited training. A minimum of two Heads of Service and three panel members, drawn from an approved practitioner list, will review proposed consultations on a monthly basis. The CAP will always include representation from Policy and Insight who will also perform secretariat functions.
- 4.13 Terms of Reference for the CAP can be found as Appendix 4 to this report.

Implementation

- 4.14 It is proposed that the new operational oversight arrangements will have an immediate soft launch. The CAP's first meeting will take place two months from approval with an expectation that the policy and governance structure will be fully established from August 2021.
- 4.15 Key performance indicators will be developed as part of the Business Plan performance report. The effectiveness of the policy will be reviewed after its first year of adoption.

5. Next Steps

- 5.1 A dedicated communication plan will be developed to raise awareness of the policy, seek feedback on the practicalities and identify additional support requirements for colleagues engaging in consultation activity.
- 5.2 To implement the policy successfully, a dedicated training programme will be developed to enhance colleagues' skills and knowledge in consultation services and techniques; and recognise their competence to conduct consultation of a high standard.
- 5.3 Existing in-house training and toolkits for consultation and research are being reviewed.
- 5.4 The programme will incorporate a range of activities to ensure all levels of the Council and elected members understand effective consultation and have increased confidence and competencies in undertaking consultation exercises.
- 5.5 Failure to adequately train colleagues, and implement the policy, could potentially expose the Council to the risks of legal challenge, reputational damage and lack of public trust due to ineffective consultation and decision making.

6. Financial impact

- 6.1 The development of the training programme will be taken forward as part of the Council's workforce and people strategy.

7. Stakeholder/Community Impact

- 7.1 An officer group, comprising of colleagues accredited in consultation practice, has acted as a sounding board for the policy development and supporting quality standards. Colleagues from across the Council with existing consultation experience were also invited to attend a focus group to contribute ideas towards the development of the standards.
- 7.2 The policy contributes directly to the delivery of the Equality Act 2010 general duties of advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation, and fostering good relations. It ensures a consistent approach to consultation activity that promotes equality of opportunity by identifying relevant affected stakeholder groups during the planning process and making appropriate methods and opportunities available to individuals to share their views and inform decision-making.
- 7.3 The policy enhances the Council's ability to understand and evidence citizen perceptions and priorities. This will enable service areas to understand citizen and community needs, adapt and deliver services more efficiently. Through this improved understanding, it is anticipated that a positive impact will be made on social justice and economic wellbeing.

8. Background reading/external references

- 8.1 [Best Value Assurance Audit – Policy & Sustainability Committee, Tuesday 1 December 2020.](#)
- 8.2 [Scottish Government guidance on Level 0 protective measures](#)

9. Appendices

- 9.1 Appendix 1: Consultation Policy
- 9.2 Appendix 2: Consultation Criteria
- 9.3 Appendix 3: Quality Standards for Consultation
- 9.4 Appendix 4: Terms of Reference: Consultation Advisory Panel

Consultation Policy

Implementation date:

Control schedule

Approved by
Approval date
Senior Responsible Officer
Author
Scheduled for review

Version control

Version	Date	Author	Comment
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Committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
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Consultation Policy

Policy statement

- 1.1 The need to positively engage with, listen to and act upon stakeholders' views is becoming increasingly important across all public sectors. As a result, the Council is under greater scrutiny to ensure that when we consult, we get it right.
- 1.2 Effective consultation involves genuine dialogue, respect, integrity, transparency and accountability. It also involves the ability to evidence how views were sought, considered and how they influenced the decisions made.
- 1.3 This policy:
 - 1.3.1 sets out the Council's criteria for determining whether consultation is necessary;
 - 1.3.2 provides the conditions for the management and governance of consultation activity; and
 - 1.3.3 details the quality standards that consultation activity must meet.

Scope

- 2.1 This policy applies to:
 - 2.1.1 all permanent and temporary Council employees, volunteers, people on work placements and elected members when acting as officers of the Council;
 - 2.1.2 all third parties and contractors performing a Council function or service.
- 2.2 The terms consultation and engagement can sometimes be mistaken for the same thing, and used inter-changeably, which can lead to confusion when we speak to colleagues or members of the public.
- 2.3 Consultation has a defined start and end date and provides specific opportunities for people to share their opinions. The guiding principle for consultation is whether the process and those involved can influence the issue to be considered, policy to be developed or decision to be made.
- 2.4 Engagement describes the on-going process of developing relationships and partnerships so that the voice of local people and partners can be heard. Engagement work carried out by the council is not covered by this policy.

- 2.5 The following activities are not defined as consultations and are not covered by this policy:
- 2.5.1 a vote or referendum;
 - 2.5.2 a way of justifying or validating earlier decisions;
 - 2.5.3 solely information giving;
 - 2.5.4 meeting targets or fulfilling requirements as a ‘tick-box exercise’; or
 - 2.5.5 a public relations or communications exercise.
- 2.6 This policy does not have legal force and cannot prevail over statutory or mandatory requirements. Some consultations will be governed by these requirements and will be administered in accordance with these (e.g. Planning applications, License applications, Traffic Regulation Orders).

Definitions

- 3.1 **Consultation:** A time-limited exercise when we provide specific opportunities for all those who wish to express their opinions on a proposed area of our work (such as identifying issues, developing or changing policies, testing proposals or evaluating provision) to do so in ways which will inform and enhance that work.¹
- 3.2 **The Consultation Framework:** Supports colleagues to effectively plan and conduct effective consultation. It provides a consistent approach to consultation across the Council and covers each stage of consultation; with practical advice and supporting guidance notes for each element.
- 3.3 **Consultation Criteria:** A set of eight measures which proposed consultations are assessed against, that determine the level of planning, review and oversight required.
- 3.4 **Consultation Standards:** Seven standards that practically set out the minimum requirements for consultation activity. They detail the measures for each of the standards and provide examples of how consultation owners can evidence that they have met the standard.
- 3.5 **Consultation Owner:** Like a project manager, this person has overall responsibility for the planning and management of a specific consultation.
- 3.6 **Consultation Advisory Panel:** Consists of approved practitioners of consultation and public engagement, who have completed accredited training. The panel assesses proposed consultation plans and supporting consultation

¹ Adopted for the Scottish Government Consultation Good Practice Guidance

materials against the consultation standards and recommends whether a high-assessed consultation should go ahead.

- 3.7 **Consultation Hub:** The Council's [online platform](#) for the creation, promotion and management of consultation activity. Functionality includes:
- 3.7.1 Creating and managing an online presence for consultation activity; detailing important information, key dates, events and related documents relevant to the issue being consulted on.
 - 3.7.2 In-built survey creation tool.
 - 3.7.3 Analysis and reporting of data.
 - 3.7.4 Publishing results and feedback from consultations.
 - 3.7.5 Search engine allowing users to find consultations by area, audience, interest, postcode etc.

Policy content

- 4.1 To ensure effective consultations take place, it is essential that the following policy requirements are understood and applied consistently by all Council employees and services.

“Getting it right – to consult or not to consult”

- 4.2 Any colleagues planning to undertake consultation, or involved in community and public engagement, are required to complete the e-learning module “Getting it right – to consult or not to consult”. This e-learning module was created to introduce colleagues to the theory of consultation and help them to assess whether consultation is necessary or not. Colleagues can access the training module on the Council's [CECil](#) portal and must refresh their training every two years.

The Consultation Framework

- 4.3 The [Consultation Framework](#) was developed by a council-wide project team, from a workforce development programme with the Consultation Institute. The framework was approved by the Communities and Neighbourhoods Committee in 2014 and is reviewed periodically.
- 4.4 Colleagues should refer to the framework when carrying out consultation work. It provides a consistent approach to consultation across the Council and offers practical guidance for each stage of consultation, with supporting guidance notes for each element and signposts to further information, best practice and techniques.

Consultation Criteria

- 4.5 There are eight criteria that colleagues must assess their proposed consultation against.
 - 4.5.1 Scope to influence decision
 - 4.5.2 Strategic
 - 4.5.3 Legislative
 - 4.5.4 Service Provision
 - 4.5.5 Number of people likely to be directly impacted
 - 4.5.6 Community / Environmental impact
 - 4.5.7 Political / Reputational impact
 - 4.5.8 Project Risk
- 4.6 A copy of the criteria and their definitions is included as part of the **Consultation Framework – Guidance Note 1**.
- 4.7 If colleagues assess the criteria 'Scope to influence decision' as 1 then consultation is not required. If they assess it 2 or 3, then they must assess the proposed consultation against the remaining seven criteria.
- 4.8 How a consultation scores against the remaining criteria determines the level of review and oversight required.
 - 4.8.1 Low and medium assessed consultations may report to the appropriate Service Manager / budget holder or Senior Manager.
 - 4.8.2 Any consultations that are assessed as high should report to the Consultation Advisory Panel.
 - 4.8.3 Where more than one criterion has been assessed as high, the Consultation Advisory Panel will refer consultations for final review and sign off to the Corporate Leadership Team (CLT).
- 4.9 The responsibility to identify consultations that meet the prioritisation criteria lies with the consultation owner.
- 4.10 Periodically, the Consultation Advisory Panel will pull a sample of low and medium assessed consultations in for review, to ensure the standards are being applied consistently across all consultation activity.

Consultation Standards

- 4.11 There are seven consultation standards that colleagues must be able to demonstrate.
 - 4.11.1 Process
 - 4.11.2 Genuine

- 4.11.3 Inclusive and Accessible
 - 4.11.4 Informative
 - 4.11.5 Effective
 - 4.11.6 Action-focused
 - 4.11.7 Feedback
- 4.12 These standards practically set out the minimum requirements for consultation activity. They detail the measures for each of the standards and provide examples of how colleagues can evidence that they have met the standard. A copy of the standards can be found in the [Consultation Framework – Guidance Note 7](#).
- 4.13 The standards help colleagues to consider how they will involve stakeholders in shaping local plans and services, ensure that the consultation process is fair and effective, and demonstrate that genuine dialogue has enabled people to influence decisions.

Consultation Advisory Panel

- 4.14 The panel's main task is to act as a gateway to challenge and support high-assessed consultation activity. All high-assessed consultations will be reviewed by the panel.
- 4.15 The Consultation Advisory Panel consists of approved practitioners of consultation and public engagement, who have completed accredited training. A minimum of two Heads of Service and three panel members, drawn from the approved practitioner list, will review proposed consultations.
- 4.16 One of the approved practitioners of consultation and engagement will provide an initial advisory recommendation report to the consultation owner indicating any improvement actions/ advice before the paper is considered by the panel. These could include the creation of consultation methods, provision of further technical information, recording of risks, or documenting of procedures.
- 4.17 Once the consultation owner has addressed the improvement actions, they should submit their proposals to the panel, including evidence of the completed improvement actions, for final recommendation.
- 4.18 As a minimum, the Consultation Advisory Panel will meet every month. Consultation plans, and supporting paperwork, should be submitted to the panel two weeks before the meeting. Any proposals not submitted in time will be held for the following panel meeting.
- 4.19 The panel will refer significant high assessed consultations for final review and sign off to the Corporate Leadership Team (CLT). The consultation owner and a representative from the panel will be expected to attend this review to aid discussion and answer any questions.

- 4.20 As part of the feedback process, the consultation owner should also present the consultation findings to CLT and demonstrate how these have influenced decision-making.

Implementation

- 5.1 All colleagues and workers will be made aware of the policy through established communication channels and the mandatory policy awareness exercise.
- 5.2 The initial key outcome of success will be the roll-out of the new policy across the Council; embedding a consistent approach to consultation, but other success outcomes will be:
- 5.2.1 Ensuring quality and appropriate consideration is given to significant consultation projects.
 - 5.2.2 Providing clarity on consultation standards to support colleagues to conduct consultation effectively.
 - 5.2.3 Preventing unnecessary consultation activity being undertaken; with alternative methods of engagement considered where appropriate.
 - 5.2.4 Improved quality of experience for respondents / consultees.
 - 5.2.5 Improved communication of outcomes from consultation activity.
- 5.3 All consultation owners should complete an online proforma that captures the criteria assessment for proposed consultation activity. Periodically, the Consultation Advisory Panel will pull a sample of low / medium assessed consultations in for review, to ensure the standards are being applied consistently across all consultation activity.
- 5.4 In cases where the criteria have not been assessed appropriately or standards have not been met, these consultations will be escalated to CLT for scrutiny.

Roles and responsibilities

- 6.1 **Directors** have a general responsibility to ensure that consultations within their service area are managed according to this Council policy and that any risk relating to the activity is appropriately managed.
- 6.2 **Managers** must ensure that:
- 6.2.1 this policy and associated guidance are understood in their business units by staff who carry out consultation or public engagement, and that the policy is applied to all consultation activity;
 - 6.2.2 adequate resource is made available to conduct consultation effectively;

6.2.3 any consultations assessed as high priority are reported to the Consultation Advisory Panel for recommendation.

6.3 Employees must:

6.3.1 read, understand and follow this policy and any associated consultation procedures and guidance that are relevant to their work;

6.3.2 complete the e-learning module – “Getting it right – to consult or not to consult” on a biennial basis, if their role involves consultation or public engagement.

6.4 The Consultation Owner must:

6.4.1 fully understand the degree of influence which is available through the consultation;

6.4.2 ensure there is no other recent consultation data on the same or similar issue by searching the consultation hub;

6.4.3 determine resources required for each phase of the consultation process and secure support (e.g. staff resource, time, materials, methods, meeting spaces)

6.4.4 consider whether there is a statutory or legal process that needs to be followed;

6.4.5 build in monitoring, data analysis and evaluation from the start of the process;

6.4.6 confirm the decision-making process and timescales;

6.4.7 manage political expectations;

6.4.8 consider reputational risk to the Council; and

6.4.9 be the guardian of best practice.

6.5 The Consultation Advisory Panel will:

6.5.1 as a minimum, meet monthly to assess proposed consultations against the Consultation Standards;

6.5.2 provide an advisory report to the consultation owner indicating whether they are satisfied with the information provided or if improvement action is required;

6.5.3 provide a recommendation to the consultation owner on whether to proceed with their consultation;

6.5.4 refer any significant high-assessed consultations to CLT for final review; and

6.5.5 periodically pull a sample of low / medium assessed consultations in for review, to ensure the standards are being applied consistently across all consultation activity.

- 6.6 **Elected members** in their role as representatives of the Council, must have an awareness of the policy and ensure, wherever possible, that requests for consultation are made in line with this.
- 6.7 **Third parties** (e.g. contractors, voluntary and not for profit organisations) performing a public function for the City of Edinburgh Council must also adhere to the requirements set out in this policy.

Related documents

- 7.1 [The Consultation Framework](#)
- 7.2 [The Consultation Hub](#)
- 7.3 [The 7 National Standards for Community Engagement](#)
- 7.4 Consultation Advisory Panel – Terms of Reference

Equalities impact

- 8.1 The policy contributes directly to the delivery of the Equality Act 2010 general duties of advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation, and fostering good relations.
- 8.2 It ensures a consistent approach to consultation activity that promotes equality of opportunity by identifying relevant affected stakeholder groups during the planning process and making appropriate methods and opportunities available to individuals to share their views and inform decision-making.

Sustainability impact

- 9.1 The policy enhances the Council's ability to understand and evidence citizen perceptions and priorities. This will enable services to understand citizen and community needs, adapt and be delivered more efficiently. Through this improved understanding, it is anticipated that a positive impact will be made on social justice and economic wellbeing.

Risk assessment

- 10.1 Risk of weak internal governance and service delivery complications through a failure to raise and maintain awareness and use of the consultation policy, framework and standards amongst Council colleagues.

- 10.2 Risk that continued financial pressures adversely affect how consultation is carried out by services. Services that are under resourced do not have the capabilities or support to effectively manage consultation activity; increasing the risk that different stakeholder groups, particularly those seldom-heard or disengaged with public services, are prevented from effectively taking part in the consultation process.
- 10.3 Risk of excessive consultation through a failure to identify and apply appropriate criteria to proposed consultation or engagement activities.
- 10.4 Risk of reputational damage and lack of public trust due to ineffective consultation and decision-making.
- 10.5 Risk to citizens that the Council will mismanage their service provision due to inadequate and poorly managed consultations.
- 10.6 Risk of legal challenge because of ineffective consultation; where the scope for decision-making is not clearly identified or defined, appropriate opportunities to inform the process are unavailable and / or insufficient resource available to consult effectively.

Review

- 11.1 This policy will be reviewed annually or when required by significant changes to legislation, regulation or business practice.

Consultation Criteria

There are eight criteria that proposed consultation must be assessed against:

1. Scope to influence decision
2. Strategic
3. Legislative
4. Service Provision
5. Number of people likely to be directly impacted
6. Community / Environmental impact
7. Political / Reputational impact
8. Project Risk

If you assess the first criteria, 'Scope to influence decision' as 1 then consultation is not required. You should consider alternative methods to engage / inform stakeholders.

If it is assessed as 2 or 3, then you must assess your proposed consultation against the remaining seven criteria.

Review and Oversight

How a consultation scores against the remaining criteria determines the level of review and oversight required:

- Where all remaining seven criteria are assessed as Low or Medium (scores 1 or 2) then consultations must report to the appropriate Service Manager / budget holder or Senior Manager.
- If any one of the criteria is assessed as High (score 3) the consultation must be referred to the Consultation Advisory Panel (CAP).
- Where 2 or more criteria are assessed as High (score 3), the CAP will refer consultations for final review and sign off to the Corporate Leadership Team (CLT).

The Consultation Advisory Panel

The CAP acts as a gateway to support and challenge high-assessed consultation activity by evaluating proposed consultations against the consultation quality standards, offering advice on how to ensure that risks have been appropriately managed and considered, and advising whether they are satisfied that the consultation can begin.

You can find more information about the CAP in its terms of reference.

	Score (1-3)	1 - No consultation	2 - Consultation required	3 - Consultation required
Scope to influence decision		Stakeholders are unable to influence the issue to be considered / policy / decision to be made and cannot have a meaningful effect on the outcome.	Statutory or mandatory requirement that consultation must take place.	Stakeholders can influence the issue to be considered / policy / decision to be made and can have a meaningful effect on the outcome.
<p><i>If there is no scope for stakeholders to influence decisions (score 1) then consultation should not take place. You should consider alternative methods to engage / inform stakeholders.</i></p> <p><i>If there is a statutory or mandatory requirement to consult (score 2) or stakeholders can genuinely influence decisions and have an impact on the outcome (score 3) then please assess the rest of the criteria.</i></p>				

	Score (1-3)	1 - Low	2 - Medium	3 - High
Strategic		Does not align to Council Business Plan / outcomes / pledges	Supports / enables Council Business Plan / outcomes / pledges	Integral component of Council Business Plan / outcomes / pledges
Legislative		No change to existing regulatory / legislative framework	Marginal change to existing regulatory / legislative framework	Mandatory regulatory/ legislative changes which have an incremental impact on service.
Service Provision		<p>Minor changes to current service delivery / offering.</p> <p>Provision of services that are purely commercial / support social integration, education or quality of life, where alternatives are available.</p>	<p>Provides opportunity for changes to service delivery / offering, however the changes do not fundamentally change service offering.</p> <p>Provision of services that support social integration, education or quality of life, where alternatives are not available or significantly inferior.</p> <p>Provision of ongoing care, direct delivery education services.</p>	<p>Provides opportunities to deliver at least one service in a new or significantly different manner.</p> <p>Provision of critical or emergency care services affected.</p> <p>Provision of ongoing care services, where alternatives are not available or significantly inferior.</p>
Number of people likely to be directly impacted		<1,000	1,001-10,000	>10,000
Community / Environmental Impact		Overall, minimal consequences for / impact on people, equality, economy or environment	Overall, moderate consequences for / impact on people, equality, economy or environment	Overall, significant consequences for / impact on people, equality, economy or environment

	Score (1-3)	1 - Low	2 - Medium	3 - High
Political / Reputational Impact		Minor political and reputational implications	Requires Committee Scrutiny. Moderate reputational implications (loss of confidence and / or embarrassment).	Highly sensitive, will be subject to Committee debate and scrutiny. High reputational implications (major loss of confidence, adverse publicity or public outcry)
Project Risk		Low probability of risk materialising which has an impact on Council or service delivery objectives and outcomes	Possible that risk may materialise which has an impact on delivery objectives for service areas, divisions and / or teams	Possible that risk may materialise which has an impact on the Council's strategic outcomes and the Council as a whole. Could result in inability to fulfil the Council's statutory obligations and pledges.
HIGHEST ASSESSED SCORE		<p><i>Score determines level of approval required for proposed consultation.</i></p> <p>1 = service manager / budget holder / senior manager approval 2 = service manager / budget holder / senior manager approval 3 = Consultation Advisory Panel (CAP) approval. Where two or more criteria are assessed as 3 - High, the CAP will refer the consultation to Corporate Leadership Team (CLT) for final review and sign off.</p>		

Consultation Quality Standards

There are seven consultation quality standards that you must be able to demonstrate.

1. Process
2. Genuine
3. Inclusive and Accessible
4. Informative
5. Effective
6. Action-focused
7. Feedback

These quality standards practically set out the minimum requirements for consultation activity and incorporate the [National Standards for Community Engagement](#). They detail the measures for each of the standards and provide examples of how you can evidence that you have met the standard.

The quality standards will help you consider how you will involve stakeholders in shaping local plans and services, ensure that the consultation process is fair and effective, and demonstrate that genuine dialogue has enabled people to influence decision-making.

Quality Standard	Measures	Evidence
Process	<ul style="list-style-type: none"> • The Consultation Framework is used to help shape each stage of the consultation process. • There is a defined scope and purpose for consultation. • Resources available to the consultation process are defined; any staff resource and budget available is explicitly stated. • The consultation process has a project manager and sponsor. 	Consultation Project Plan; Consultation Mandate; Resource approved and made available; Risk assessment / register; Number of people completed training materials (TBD); DPIA (if collecting or processing personal data);

Quality Standard	Measures	Evidence
	<ul style="list-style-type: none"> • Key risks relating to the consultation are identified and reviewed regularly. • All members of staff conducting consultations are trained in identifying the need for consultation and carrying it out effectively. • A Data Protection Impact Assessment (DPIA) is completed when collecting or processing personal data. • The outcomes of the consultation process are reviewed, a lessons learned log is maintained. 	<p>Lessons learned log.</p>
Genuine	<ul style="list-style-type: none"> • Consultations take place when proposals are still at a formative stage. • Consultations are open for a minimum of 12 weeks to allow adequate time for consideration and response (unless there is an overriding licence, or other regulatory or statutory requirement). • Stakeholders are able to express diverse views and these are respected and recorded. • The Consultation Hub is reviewed for previous consultations to prevent unnecessary duplication or conflicts in issues. 	<p>E-learning tool (Getting it right - to consult or not to consult) completed.</p> <p>Responses to consultations are recorded and retained in line with records management procedures.</p> <p>Consultation is open for a minimum of 12 weeks.</p>
Inclusive and Accessible	<ul style="list-style-type: none"> • People and organisations likely to be impacted by decisions have been identified. • An Integrated Impact Assessment (IIA) has been completed to assess the effect of the proposals on different groups. • Physical and language barriers to participation have been minimised. • People are given a variety of methods and opportunities to provide their views. 	<p>IIA;</p> <p>Stakeholder mapping;</p> <p>Communications / Consultation plan detailing key messages, questions and methods;</p> <p>Translation services;</p> <p>Documents can be read by assistive technologies;</p> <p>Online elements comply with web accessibility standards;</p>

Quality Standard	Measures	Evidence
	<ul style="list-style-type: none"> • Consultation documents can be made available in various formats. • Supporting documents and multimedia are not overly lengthy or detailed. 	<p>Physical locations used for consultation activity are accessible and have induction hearing loops fitted;</p>
Informative	<ul style="list-style-type: none"> • Known people and representative groups likely to be impacted by decisions are communicated with directly. • Enough information is given to ensure participants understand issues, can consider proposals and give informed responses. • Information is clearly worded and avoids jargon. • There is clarity about what participants can and cannot influence through the consultation process. • Timescales for the consultation process are clear. • Communications include contact details. 	<p>IIA; Stakeholder mapping; Communications plan and materials; Online elements comply with web accessibility standards; Consultation mandate;</p>
Effective	<ul style="list-style-type: none"> • Public communications raise awareness of the consultation process to encourage those with an interest to participate. • Results of consultation exercises are fed into service planning process. • The decision-making process is adaptive and flexible based on feedback and learning. • Feedback is sought from participants and stakeholders on the consultation process and used to make improvements. 	<p>Communications plan and materials; Consultation process is evaluated (through feedback forms / including survey question); Examples can be provided on how feedback has improved service delivery (publish results, WAYSWD, provide updates to participants, communications etc);</p>
Action focused	<ul style="list-style-type: none"> • Data is collated, analysed and measured on all the feedback received. • The decision-making process is designed with specific regard to the needs of those likely to be impacted. 	<p>Committee reports; Communications plan and materials;</p>

Quality Standard	Measures	Evidence
	<ul style="list-style-type: none"> The reasoning that underpins decision-making is clearly documented and traceable. 	
Feedback	<ul style="list-style-type: none"> Results from consultations are published within xxx weeks from closing date / committee decision. Results / decisions made through consultation are publicised in easy access formats. Where decisions made are contrary to the feedback / views received, clear reasons why are given. 	WAYSWD published on Consultation Hub; Communications plan and materials;

DRAFT

Consultation Advisory Panel: Terms of Reference

1. Purpose / Role of Group

On 30 October 2019, Corporate Leadership Team (CLT) agreed to the development of a new consultation policy which reinforces the Council's commitment to effective consultation by strengthening our management and governance of consultation activity through the establishment of a 3-tier approach to consultation, moderated by a Consultation Advisory Panel (CAP), with top-tier, major consultations being signed off collectively by CLT.

Colleagues must assess their proposed consultation against eight criteria. In the event where any of the criteria are assessed as 'High', the consultation must be referred to the CAP. If two or more criteria are scored 'High', *the CAP* will then refer the consultation to CLT for final review and sign off.

The CAP acts as a gateway to support and challenge high-assessed consultation activity by evaluating proposed consultations against the consultation quality standards, offering advice on how to ensure that risks have been appropriately managed and considered, and advising whether they are satisfied that the consultation can begin.

2. Membership

The CAP is chaired on a rotational basis by a Head of Service, with another Head of Service, Strategy Manager (Insight) and at least two approved trained officers attending each meeting to review proposed consultations.

Officers on the CAP will be approved practitioners of consultation and engagement; and will have completed accredited training. Panel attendance will be drawn from an approved practitioner list, with at least two officers invited to each meeting. The list will include officers across the council to draw from service-specific knowledge and experience.

The CAP will take specialist advice as required when assessing consultation proposals (e.g. from colleagues in Legal, Information Governance, Resilience).

3. Accountability

One of the approved practitioners of consultation and engagement will provide an initial advisory recommendation report to the consultation owner indicating any improvement actions/ advice before the paper is considered by the panel.

Once the consultation owner has addressed the improvement actions, they should submit their proposals to the panel, including evidence of the completed improvement actions, for final recommendation.

The CAP will refer significant high-assessed consultations for final review and sign-off to CLT. The consultation owner and a representative from the panel will be expected to attend this review to aid discussion. As part of the feedback process, the consultation owner should also present the consultation findings to CLT and demonstrate how this has influenced decision-making.

All consultation owners are required to complete an online proforma that captures the criteria assessment for *any* proposed consultation activity. Periodically, the CAP will pull a sample of low / medium assessed consultations for review, to ensure the standards are being applied consistently. In cases where the criteria have not been sufficiently assessed, or standards have not been met, the consultation will be escalated to CLT for scrutiny.

4. Review

Membership and terms of reference for the panel will be reviewed annually or when required by significant changes to legislation, regulation or business practice. This will be in line with the review of the Consultation Policy.

An annual summary report will be provided to CLT, which will provide:

- Topline statistics on number of consultations conducted and responses received;
- A summary of how the CAP has provided value in ensuring effective consultation takes place;
- Any mitigating action required from the CAP to manage risks associated with high-assessed consultation activity;
- Any necessary adjustments to the Consultation Policy or working methods of the CAP following the annual review.

5. Working methods / ways of working

The CAP will meet every month. Meetings will be organised by a member of the Insight team. Dates, times and locations for meetings will be agreed at the start of the year, with the calendar of dates available on the Orb and scheduled in diaries as appropriate.

Consultation plans, and supporting paperwork, should be submitted to the panel two weeks before the meeting. A dedicated mailbox will be created for submissions and communications relating to the CAP. Any proposals not submitted in time will be held for the following panel meeting.

The agenda for the meeting will be set by the Strategy Manager (Insight) and will be circulated from the CAP mailbox by Insight one week prior to the meeting to the appropriate panel members. Insight will also facilitate note taking and arrange for final recommendation reports to be sent to consultation owners after the meeting has taken place.

In cases where time-critical, essential consultations require review, a standalone meeting will be arranged. To accommodate diaries, these can be held via MS Teams.

Copies of the consultation proposals, supporting documentation and recommendation reports will be saved by an officer from Insight, in the Strategy and Insight folder on the Council's G: drive. This information will be retained in line with the Council retention schedule.

6. Further information

- The Consultation Policy (link to be added)
- [The Consultation Framework](#) (current version)
- [The 7 National Standards for Community Engagement](#)

Contact Details

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Policy and Sustainability Committee

10.00am, Tuesday 20 April 2021

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

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

1. Recommendation

- 1.1 It is recommended that the Policy and Sustainability Committee notes:
- 1.1.1 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](#); and
 - 1.1.2 the progress made on the development of the Regional Growth Framework (RGF), and the next expected milestones for reporting and consultation.

Andrew Kerr

Chief Executive

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

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

2. Executive Summary

- 2.1 This report summarises 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](#).
- 2.2 The Deal continues to be operating successfully, and great progress is being made on wider partnership activity including the development of the RGF.
- 2.3 Regional partners were able to accelerate spend and are forecasted to draw down up to £12.7m beyond the original profile in 2020/21.

3. Background

- 3.1 The Edinburgh and South East Scotland City Region Deal amounts to £1.3 billion of spend across the region over 15 years and was signed by the First Minister, Prime Minister and City Region Leaders on 7 August 2018.
- 3.2 This Committee has received regular reports on the progress of the Deal. The most recent was on [6 October 2020](#), where the Annual Report for the second year of the Deal, 2019/20, was highlighted.
- 3.3 In addition to administering the Deal's projects, a Regional Growth Framework (RGF), a document which seeks to articulate the long-term aspirational goals for Edinburgh and South East Scotland and guide the future direction of the local authorities and a range of other public sector organisations over the next 20 years, is being developed within the Deal's Governance structure (see Appendix 1). 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. The City of Edinburgh Council approved a brief to commence work on the RGF in [October 2019](#).
- 3.4 At this meeting, Council was also informed that a sub-committee of the City Region Deal Joint Committee, the Elected Member Oversight Committee (EMOC, would be formed to oversee the preparation of the RGF, as well as subsequent preparation of

the Regional Spatial Strategy. The EMOC comprises two members per each of the six local authorities (City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian Councils) and six members drawn from the regional Higher/Further Education Consortium and the Regional Enterprise Council (which comprises private and third sector interests in the city region). In [March 2020](#), Council agreed that Councillors McVey and Day would represent the City of Edinburgh on the EMOC. The EMOC was constituted in January 2021.

- 3.5 A progress update on the RGF was taken to the Joint Committee in [December 2020](#).

4. Main Report

City Region Deal Progress Update

- 4.1 Good progress continues across the City Region Deal programme. At the Joint Committee meeting in March 2021, business cases in relation to Easter Bush, which has the ambition to become a global location of Agritech excellence, and tranche 2 of the Fife industrial estates regeneration were approved.
- 4.2 As shown in the progress report in Appendix 2, of the 24 projects and programmes within the Deal, all are considered to be within acceptable time and budget parameters, despite challenges associated with COVID-19.
- 4.3 Some of the key information that the City of Edinburgh Council has a direct interest in Table 1:

Table 1: Summary of Projects with CEC Interest

Project	Total Cost (£m)	Govt Contribution (£m)	CEC Contribution (£m)	Stage	On Time?	On Budget?
Integrated Regional Employability and Skills Programme	£25m	£25	£0	2. Implement		
Dunard Centre	£45	£20	£5	1. Define		
West Edinburgh transport	£36	£20	£16	1. Define		
A720 Sheriffhall	c.£120m	c.£120m	£0	1. Define		
Edinburgh Living	£263m	£15	£248m	3. Deliver		
<i>Edinburgh's Waterfront*</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>1. Define</i>	<i>N/A</i>	<i>N/A</i>

**One of seven identified strategic housing sites across the region, will partly be funded by a £50m committed by Scottish Government.*

- 4.4 The City of Edinburgh Council is lead authority on six projects; progress on these is summarised in the Table 2:

Table 2: City Region Deal Projects Directly Affecting CEC

Project	Summary	Progress Update
<p>Data-Driven Innovation (DDI) Programme projects</p>	<p>Six interconnected projects (worth £270m of Govt funding) aim is to establish the city region as the Data Capital of Europe by supporting SMEs and high growth companies to scale, drawing in inward investment, fuelling entrepreneurship and ensuring inclusive economic growth.</p> <p>Four of these six are physically based in the City of Edinburgh:</p> <ul style="list-style-type: none"> • The Bayes Centre (Bristo Square) is the University of Edinburgh’s innovation hub for Data Science and artificial intelligence. It offers a new kind of collaborative, multidisciplinary proving ground where we develop innovative technological solutions for the benefit of society. • The Edinburgh Futures Institute (under construction at the former Royal Infirmary site), will be a global centre for multi-disciplinary, challenge-based, data-driven research, teaching and engagement. Its distinctiveness stems from an approach which combines multi-disciplinarity with co-production – working with industry, governments and communities (at home and abroad) to build a portfolio of activity that has demonstrable ethical, social, cultural, economic and environmental impacts. • The National Robotarium (under construction at Heriot-Watt campus, Riccarton), is a world-leading centre for Robotics and Artificial Intelligence. Its responsible and collaborative approach creates innovative solutions to global challenges. • The Usher Institute (to be constructed at BioQuarter), has a vision to create a world-leading innovation hub where public, private and third sectors collaborate to enable data-driven advances in the delivery of health and social care 	<p>All six business cases in DDI programme now signed off by Joint Committee. In Edinburgh,</p> <ul style="list-style-type: none"> • the Bayes Centre 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 further new businesses to scale, with over 2,000 individuals attending on campus events (further enhanced with recent online event capability). • The Edinburgh Futures Institute’s construction timetable has been delayed due to Covid-19. A revised handover has been agreed for June 2022 (user fit out by September 2022). Contractor is back on-site, with appropriate on-site working arrangements in place. Operational staff working from home where possible. Currently assessing further impact on delivery of EFI building and programmes – further update in Easter 2021, when impact of social distancing on delivery dates is better know. • Construction of the National Robotarium commenced on 18 January 2021, with a initial 4-week set-up stage. Procurement of specialist equipment is underway. A CEO is being recruited. • Planning application for the Usher Institute was approved in December 2020. Construction 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 Edinburgh and South East Scotland region to help find solutions to current health and social care challenges. The project was in the first phase of development when the pandemic began. Researchers have since diverted their efforts to focus on COVID-19 data and supporting NHS service managers and clinicians with

		immediate hospital-based improvements.
Integrated Employer Engagement (project within Integrated Regional Employability and Skills Programme)	This project work will clarify, co-ordinate and improve the employability and skills service offer to employers. The partners will establish a “No Wrong Door” approach that will create designated points of contact to manage individual employer relationships that will allow us to; tailor and route our combined service offer, pool and match the opportunities that are generated, reduce double handling, and so strengthen individual relationships. To complement this, the partners will also develop a regional approach to “Community Benefits from Procurement” to ensure that the significant expenditure of the partners fully exploits any opportunity to drive inclusive growth. This project stream will also work on developing our network of Recruitment and Skills Centres to act as a tangible interface between the partners and business particularly in geographic or sectoral high demand areas.	As well as planned activities enhancing links with employers, the project 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 lock down. 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-£1000 to help retain staff. A short video summarising the latest on the Integrated Employer Engagement Fund has recently been produced.
Dunard Centre	Dunard Centre will be a new venue for all kinds of music and performance located in the heart of Edinburgh. It will sit just off St Andrew Square, behind and linked to the Royal Bank of Scotland’s historic Dundas House. It will be Edinburgh’s first purpose-built music venue in 100 years and will offer a world-class auditorium with the very best in modern acoustics. Dunard Centre will be the new home for the Scottish Chamber Orchestra, the only Edinburgh-based National Performing Arts Company, and a principal venue for the Edinburgh International Festival. It will make a significant contribution to the ongoing success of Edinburgh’s cultural offer and serve as an informal cultural hub for all kinds of music and performance, with access to the finest musical accommodation for education and community outreach programmes.	Submission of the revised planning application is anticipated in May 2021. Subject to planning determination, the business case is programmed for consideration at the Joint Committee in September 2021.
West Edinburgh Transport Improvement Programme	A series of measures to improve public and active travel provision are being considered that provide long term resilience and support strong connectivity between neighbouring authorities. This will help enable the supply of labour from the surrounding area to meet the growing labour market demand required to realise the full potential for West Edinburgh. Interventions will include sustainable transportation measures on the A8/A89.	The project is now underway and the first meeting of the West Edinburgh Transport Improvement Programme Board took place on 19 March.
A720 Sheriffhall	Transport Scotland will manage and deliver the upgrade of Sheriffhall Roundabout. The preferred option is a grade separated junction which separates local traffic from the strategic traffic on the A720 (city bypass) and when complete will allow the traffic on the bypass to flow freely, improving road safety and journey times for all road users, bringing improved economic benefits and inclusion across Edinburgh and South-East	Consultation on draft orders has closed. Discussions ongoing with stakeholders including the City of Edinburgh Council on public and active travel provision

	Scotland. It will improve accessibility for all modes of transport including walking and cycling.	
Edinburgh Living	<p>This is an essential requirement for meeting the housing needs of key workers and those on low to middle incomes who cannot access home ownership and are not a priority for social rent.</p> <p>The Scottish Government has provided a funding package of £16.1 million capital grant and consent for the City of Edinburgh Council to on-lend up to £248 million to establish a new housing company with Scottish Futures Trust (SFT) to deliver a minimum of 1,500 homes at mid-market rent and competitive market rent levels. The City of Edinburgh Council and SFT will continue to share learning and financial models with city region partners, to explore regional delivery models.</p>	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.
<i>Edinburgh's Waterfront*</i>	<p>Seven strategic sites have been identified in the region's Strategic Development Plan as key areas of change and growth (Blindwells, Calderwood, Dunfermline, Edinburgh's Waterfront, Shawfair, Tweedbank and Winchburgh).</p> <p>Business cases will be developed within the 15-year period of the City Region Deal. Taken together these sites will deliver over 41,000 new homes, create 7,800 jobs and contribute over £10 billion to the wider economy.</p> <p>The Scottish Government and city region partners have committed to working together on each of these strategic housing sites recognising the long-term nature of these proposals with most new homes being delivered over a 15-year period. The Scottish Government will commit at least £50 million to support this.</p>	Work to finalise the Outline Business Case 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.

**One of seven identified strategic housing sites across the region, will partly be funded by a £50m committed by Scottish Government.*

Regional Growth Framework Update

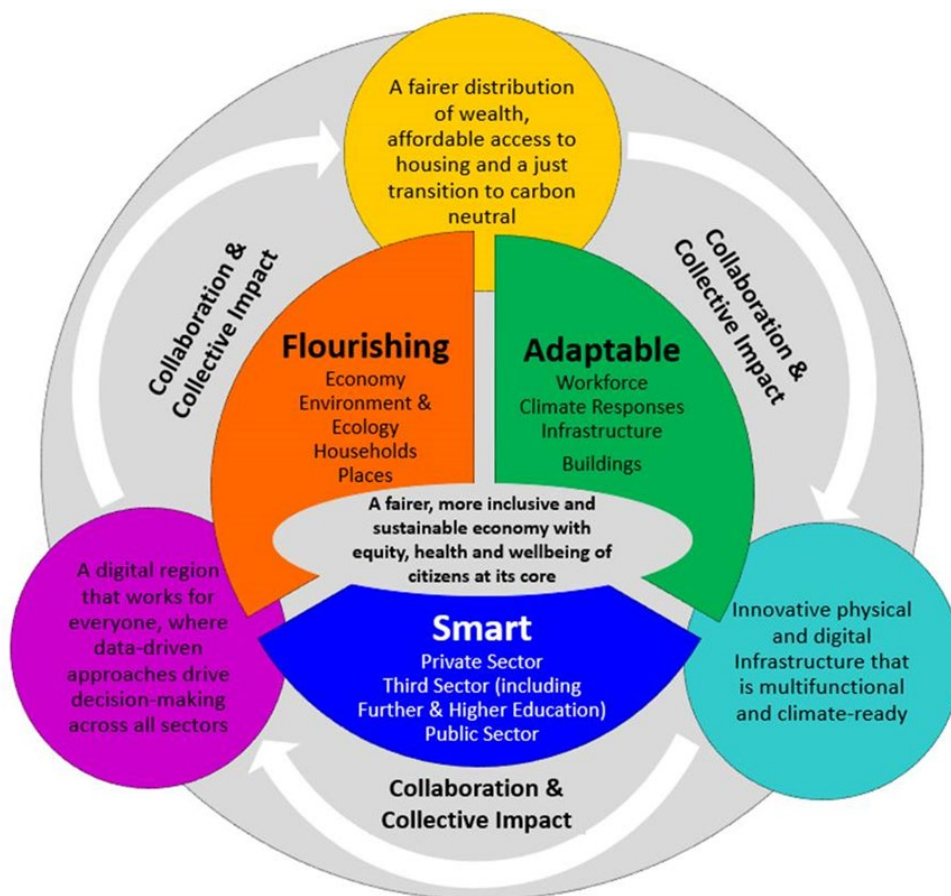
- 4.5 The Framework seeks to set out a 20-year roadmap to help the economy address the significant challenges and opportunities ahead. In addition to supporting a post-COVID economic recovery, the region needs to be in a position to address the national priorities of Scotland becoming a sustainable, inclusive and zero carbon economy, supporting wellbeing for all of its people.
- 4.6 During 2020, analysis was undertaken to understand both the changing external challenges and opportunities that will impact on the region, as well as the unique strengths and weaknesses that the region has at present, and ensure that the RGF seeks to maximise the potential for the whole region in the decades ahead
- 4.7 Early work sought to identify a vision for the region and the broad themes that seek to maximise the opportunities which the region offers, while addressing the challenges which it faces, both existing and as a result of COVID-19 and its impact.

The view of regional partners is that there is a need to start from the premise that there are no boundaries within the region, and that a shared vision is as much about adopting the right approach and behaviours when we collaborating as it is achieving the positive outcomes.

4.8 The collective draft vision for the region is:

We will continue to drive the Scottish economy and successfully accommodate our growth to deliver a fairer and more inclusive distribution of wealth to all our communities. We will make best use of our existing assets to create adaptable, flourishing and smart places to ensure that the Edinburgh and South East Scotland City Region delivers for all its citizens as we transition to a zero-carbon economy.

4.9 Three broad interlinked Themes (Flourishing, Adaptable and Smart) have been identified to support this vision are displayed in the following diagram:



4.10 Further work has been undertaken to expand each of the themes in terms of the scope of short, medium and long term actions, recognising existing commitments, such as the City Region Deal projects, as well as potential new pipeline projects that might be considered to address the challenges of a post-COVID, inclusive and zero-carbon economy. These have included a number of workshops looking at future regional economic scenarios for the region as well as key elements of a sustainable regional economy. The outputs from these processes are being fed into the RGF drafting process.

- 4.11 An early output from this work has been the development of a logic model, which seeks to outline the process and focus within each theme, articulating where the Region is as present, where it is seeking to get to over the period of the framework, and what needs to happen to support this.
- 4.12 On 2 November and 8 December 2020 regional partners held workshops to consider a sustainable regional economy and climate change. The outputs from the workshops included identifying cross-boundary opportunities and priorities for the region. It should be noted that every local authority within the region currently has its own plan for climate change and a move towards Net Zero, including the City of Edinburgh Council's [2030 ambition](#).
- 4.13 Four priorities were agreed for regional partners to initially focus on these are:
- Risk impact of climate change consequences;
 - Regional supply chains;
 - Energy management systems; and
 - The COP 26 investment prospectus.
- 4.14 Task and finish groups have been established to develop Strategic Outline Cases for each of these priority areas with Director level oversight being provided for each area.
- 4.15 Since being formed in January 2021, the EMOC has met formally in January and February and had an informal workshop session in March. At each meeting, members have received regular updates as the RGF develops and have been asked questions on key issues for discussion. The agenda and business for formal meetings of the EMOC can be found in the regular manner within the [Committee library](#) section of the Council's website.

5. Next Steps

City Region Deal

5.1 Key priorities for the year ahead are shown in the Table below:

City Region Deal Expected Milestones until Summer 2021

May 2021	Variation to planning application for Dunard Centre to be ready for consideration by the City of Edinburgh Council.
May 2021	Commence construction of Usher Institute facility.
4 June 2021	Joint Committee considers the following reports: <ul style="list-style-type: none"> • A720 (Sheriffhall roundabout) progress update (presentation) • Dunfermline strategic housing site business case • Edinburgh Innovation Park (Queen Margaret University) business case • Regional Growth Framework draft for consultation
June 2021	Deliver the Regional Data Haven.

July 2021	Develop and release DataLoch beta – the first fully operational dataset.
Summer 2021	Planning application for road infrastructure, Phase 3, Borders Innovation Park.
August 2021	Completion of construction of first office building, Borders Innovation Park.
3 September 2021	Joint Committee considers the following reports: <ul style="list-style-type: none"> • Regional Growth Framework – final report. Dunard Centre business case.
October 2021	Official opening of first office building, Borders Innovation Park.
January 2022	Outline Business Case for West Edinburgh Transport Improvement Programme complete.
2022	Fife Industrial Innovation Investment (Tranche 2) underway

Regional Growth Framework

5.2 As previously indicated, COVID-19 has had an impact in terms of the timescale for the production of the RGF. The timescale and its various stages have been revised and are outlined below. This is organised into five stages:

- Stage 1 – develop a response to NPF 4 Call for Ideas outlining regional aspirations (complete)
- Stage 2 – develop a logic model that identifies strategic aspirations and actions for each of the RGF themes (complete)
- Stages 3 and 4 – stakeholder engagement, develop a draft RGF for consultation, consultation, finalisation of RGF and formal approval (Mar 2021 – Sep 2021). A draft for consultation is being prepared for the Joint Committee consideration on 4 June. The final RGF is due to be considered by Joint Committee on 3 September and will require to be considered by each of the constituent councils immediately thereafter.
- Stage 5 – delivery of RGF Action Plan (Sep 2021 onwards)

5.3 These stages and key tasks are summarised below:

RGF Project Timeline	2020			2021										
	O	N	D	J	F	M	A	M	J	J	A	S		
Phase 1 (completed)														
NPF4 Call for Ideas														
Phase 2 - Logic Modelling														
Develop and Draft Model														
Sustainable Economy Workshop		2												
ESESCRD Directors Input		5	3											
ESESCRD Executive Input		19												
Update to Joint Committee			4			5								
Update to Regional Enterprise Council			11											
Phase 3 - Stakeholder Engagement and development of consultation draft														
Elected Member Oversight Group Established														
Ongoing Elected Member Oversight Group meetings														
Input from Regional Enterprise Council to inform draft						19								
Input from Directors to inform consultation draft														
Executive Review of consultation draft														
Approval of consultation draft by Joint Committee									4					
Phase 4 - Consultation and Finalisation of Document														
Consultation Period														
Incorporate Feedback and finalise RGF														
Approval of final RGF by Joint Committee												3		
Final Publication and Launch Event														
Phase 5 - Delivery														
Action Plan Delivery (September onwards)												→		

5.4 The RGF vision and Framework will be delivered through the development and delivery of an action plan and project pipeline with a short-term focus, which will be updated frequently as projects are developed and delivered, with a refresh at 3-5 year intervals.

5.5 The action plan and project pipeline will be informed by a series of identified “big moves”, these are some of the major regional opportunities that have been identified through the RGF development process. Each aligns with one or more of the themes set out above. These opportunities listed below cannot be fully realised without a regional approach and will deliver significant impact with the potential to reshape the region’s future.

- Re-designing the economy: Data Driven Innovation - maximising the impact of the CRD, building data capability across firms, sectors, schools, infrastructure and communities;
- Re-building communities (both new and existing): addressing affordability and connectivity within 20 min neighbourhoods, and re-thinking our High Streets, in both a city centre and a town centre context, focusing on new roles and new uses;
- Reducing the need to travel, and increasing family support, through new approaches to employment and working patterns ('working near home');
- Rethinking mobility and transport, making us the city region with the lowest car dependency in Scotland, but the best and most flexible, coordinated, integrated connectivity locally, regionally, nationally and internationally. No one in the region will be without a public transport option for their travel needs;
- Regenerating the Forth estuary: from Rosyth to Cockenzie, taking in the Forth Bridges and Granton, linking to Grangemouth/Forth Valley;
- Re-imagining sustainable tourism: regionally and nationally connected, with sustainable assets and attractions across the region;

- Re-building support for business: to focus on good growth and a new wave of entrepreneurialism, with a strong focus on green businesses, green jobs and fair jobs;
- Re-designing the new skills system; focused on emerging sectors and technologies;
- Re-inventing healthcare: One Health, focused around the Bio Quarter, Easterbush, etc working with the NHS Boards and Health and Social Care Partnerships;
- Responding to the challenges and opportunities presented by the climate crisis the region will deliver a collaborative approach across energy management systems, regional supply chains, COP 26 investment prospectus and risk impact for climate change consequences.
- Utilising the Deal partners as anchors for embedding Community Wealth Building within the regional economy.

5.6 The RGF, in articulating the long-term aspirations of the region, should guide investment by Government into the opportunities that exist in the region to catalyse economic, social and cultural well-being.

5.7 The next update to this Committee will be in Autumn 2021.

6. Financial impact

City Region Deal

- 6.1 Two and a half years into the programme, good progress is being made in drawing down maximum amounts of capital funding available. £127.6m of the UK and Scottish Government grant of £600m has been drawn down. Projects that will amount to £365m of Government Grant funding have been approved, or 61% of the full Deal allocation have had business cases approved for implementation by Joint Committee.
- 6.2 In relation to the Council's funds, the approved 2018/19 five-year Capital Investment Programme includes a budget provision £5 million as a contribution to support delivery of Dunard Centre and a £16 million budget provision to support the delivery of public transport improvements detailed in the West Edinburgh Transport Appraisal. No financial contribution will be required from the City of Edinburgh Council for the Sherifffhall project and the Integrated Regional Employability and Skills programme.
- 6.3 The £50m of housing infrastructure funding is managed and administered by Scottish Government. Business cases are under development for several key sites with Dunfermline furthest developed and due to report to the June Joint Committee.
- 6.4 It is recognised that need for continued financial innovation and collaboration to develop new infrastructure funding and delivery models. Further discussion is taking place UK and Scottish Government to explore future housing and infrastructure funding and delivery options.

Regional Growth Framework

- 6.5 In relation to the RGF, the staff resource agreed by partners at the outset of the work has been extended to allow the commitments above to be delivered. This includes staff time from: Scottish Enterprise; The City of Edinburgh Council; East Lothian Council; Fife Council; Scottish Borders Council; and the City Region Deal Programme Management Office.
- 6.6 The RGF is also being developed with input from the City Region Deal thematic boards: Housing, Skills, DDI and Transport including SEStran.
- 6.7 In March 2021, £30,000 was secured from the Scottish Government's Regional Recovery and Renewal Fund for a consultant to support the finalisation and delivery.

7. Stakeholder/Community Impact

- 7.1 Inclusion is a key driver for the City Region Deal, and a Strategic Added Value score has been included for each project in the progress report to demonstrate how partnership working is working to ensure that City Region Deal projects are aligned to reducing inequalities and tackling the inclusion challenges specific to the city region.
- 7.2 A Benefits Realisation Plan (BRP) has been produced to monitor the impact of the Deal. The Plan sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:
- How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
 - What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK?
- 7.3 In addressing these questions, the BRP initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result. Against these outputs, the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated. The [BRP was approved by Joint Committee](#) at its meeting on 4 September 2020. An implementation plan for the BRP is expected at the June 2021 Joint Committee meeting.
- 7.4 The production of the RGF is closely aligned with the existing ambitions of the City Region Deal Partners. It seeks to build on the inclusive sustainable growth objectives within the City Region Deal and align closely to programme for Government. Key stakeholders from across the region are being consulted at each stage of the framework's development including the Regional Enterprise Council (private/third sector forum for the City Region Deal), the third sector interface and the NHS. The EMOC ensures that there is region-wide democratic accountability. In June 2021, a draft for consultation will be published by the Joint Committee.

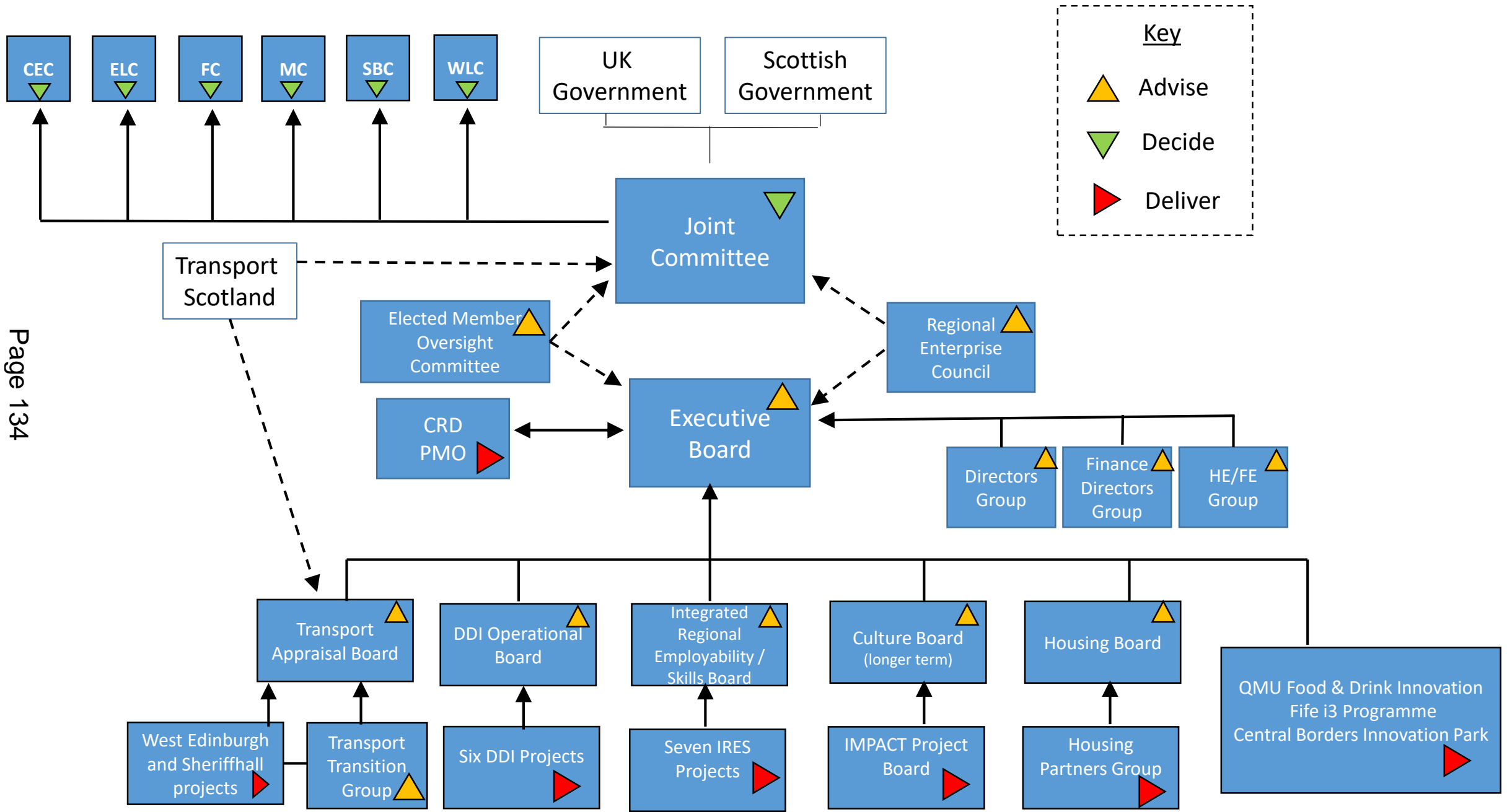
- 7.5 Following the approval of the RGF, partners are committed to developing a Benefits Realisation Plan for the Regional Growth Framework. This will follow approach and principles that have been adopted in the Benefits Realisation Plan for the City Region Deal.

8. Background reading/external references

- 8.1 [City Region Deal Document \(August 2018\)](#)
- 8.2 [Previous Joint Committee Papers and webcast link](#)
- 8.3 [Benefits Realisation Plan for the City Region Deal](#) – report to City Region Deal Joint Committee (September 2020)
- 8.4 [Regional Growth Framework Proposition](#) – report to City Region Deal Joint Committee (September 2019)
- 8.5 [Edinburgh and South East Scotland City Region Deal Annual Report, Annual Conversation and Regional Growth Framework Update](#) – report to the City of Edinburgh Council (October 2019)
- 8.6 [Elected Member's Oversight Sub-Committee](#) – report to the City of Edinburgh Council (March 2020)
- 8.7 [Edinburgh and South East Scotland City Region Deal Annual Report](#) – report to Policy and Sustainability Committee (October 2020)
- 8.8 [Regional Growth Framework update](#) - report to City Region Deal Joint Committee (December 2020)

9. Appendices

- 9.1 City Region Deal Governance Structure
- 9.2 City Region Deal Progress Report (April 2021)



Progress Report

Last updated: 12 April 2021

Overall Status Last Period	Overall Status This Period
Amber	Amber



Page 1: Dashboard Recent Achievements and Milestones

Achievement/Milestone	Date
Easter Bush Business Case approved by Joint Committee	Mar 21
Fife I3 Phase 2 Programme Business Case approved by Joint Committee	Mar 21

Upcoming Milestones	Target Date
Regional bid into Bus Partnership Fund	Apr 21
Regional Growth Framework – Report for Consultation	Jun 21
Benefits Realisation Plan Implementation Plan final	Jun 21
QMU Innovation Park Business Case	Jun 21
Dunfermline Housing Business Case	Jun 21
Dunard Centre Revised Business Case	Sep 21
Regional Growth Framework Final Report	Sep 21

Financials Summary

*Funding issued by Transport Scotland and SG Housing not included in this total

Total CRD grant £000	CRD grant drawdown to date £000	20-21 CRD Grant allocation	20-21 Grant drawdown
600,000	127,575	£47.00m*	£21.97m*

Top 3 Risks (from PMO Risk Register) - last updated Feb 21; next update May 21

Risk	Impact	Likehood	Severity	Resolution Plan or Mitigating Action
Covid-19 impacting the City Region Deal projects resulting in potential delays and cost increases	4	3	12	<ul style="list-style-type: none"> Regular updating of progress report and monthly financial forecasts, so that project leads can inform PMO of any issue well in advance, and PMO can raise with Government, Executive Board and Joint Committee as appropriate. Establish Change Management process as set out in the Benefits Realisation Plan. Review outputs and timelines in the light of Covid-19, and consider advancement of spend where appropriate Pivot projects proactively where possible in line with need and opportunity.
Impacts of EU exit	4	3	12	<ul style="list-style-type: none"> Regular engagement with project leads to highlight any risks well in advance, so that PMO can raise with Government, Executive Board and Joint Committee as appropriate. Establish Change Management process as set out in the Benefits Realisation Plan. Review outputs and timelines for business cases at every stage of development in the light of Brexit uncertainty. Regional Growth Framework under development has "Adaptable" as one of its three themes, where Brexit risks are noted.
Financial profile: underspends across the national City Region and Growth Deals will cause reprofiling pressures for Government	4	2	8	<ul style="list-style-type: none"> Continue to spend according to agreed profile. Achieve business case approval in line with Deal Implementation Plan. Regular programme monitoring and reporting. Close engagement with Government.

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

Red, Amber, Green

T: Status against **timeline** set out in business case/implementation plan; **B:** Status against **budget** set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

Strategic Added Value Score

Score	Description
1 (Low)	<ul style="list-style-type: none"> • There are opportunities for links with one or two other CRD themes that may add value to the proposal. • Partnership working with wider stakeholders, to add value to the proposal has not been thoroughly considered, but may be possible, and should be explored. • One or two of the five “inclusive growth” measures listed in the Deal Document could be incorporated into the delivery of the project.
2 (Medium)	<ul style="list-style-type: none"> • There are opportunities for links with two or three other CRD themes that may add value to the proposal. • Partnership working with wider stakeholders, to add value has been factored into the business case to some extent, but there are opportunities to enhance. • Two or three of the five “inclusive growth” measures listed in the Deal Document could be incorporated into the delivery of the project.
3 (High)	<ul style="list-style-type: none"> • There are opportunities for links with three of four other CRD themes that may add value to the proposal. • Partnership working with wider stakeholders, e.g. private/third sector is already taking place and strategic added value effects are clear. • Three, four or five “inclusive growth” measures listed in the Deal Document could be incorporated into the delivery of the project.

Overall Total			Project Name	2020 - 2021							Comments
Total Budget £000	CRD Grant Total £000	CRD Grant Claimed To Date £000		Grant Allocation £000	CRD Grant Claimed (Q1) £000	CRD Grant Claimed (Q2) £000	CRD Grant Claimed (Q3) £000	Spend to Date (Apr-Feb) £000	Forecast Outturn £000	Forecast vs Allocation Variance £000	
101,047	32,545	32,545	Bayes Centre	0	0	0	0	0	0	0	
22,469	22,469	1,561	National Robotarium	13,563	232	227	102	771	1,623	-11,940	Construction start delayed by 2 months due to Covid-19
189,297	57,920	46,288	Edinburgh Futures Institute	14,067	1,509	4,020	6,539	14,067	14,067	0	
190,620	79,595	21,064	Edinburgh International Data Facility (was WCID)	3,641	3,418	223	0	3,641	3,641	0	
84,610	49,205	4,148	Usher Institute	2,889	194	670	1,781	2,889	2,889	0	
42,596	17,366	0	Easter Bush	0	0	0	0	0	0	0	
30,000	10,900	0	Easter Bush Link Road - A701 & A702	327	0	0	0	0	0	-327	
52,003	30,000	0	Food and Drink Innovation Hub	988	0	0	0	0	0	-988	Delay with Full Business Case due to Covid-19
49,425	35,000	3,094	Fife Industrial Innovation Investment	2,840	189	0	1,473	2,034	2,840	0	
29,050	15,000	187	Scottish Borders - Innovation Park	3,500	36	57	14	119	500	-3,000	Variance due to COVID-19 and the inability to commence construction with the Class 4 building
791,117	350,000	108,886	Total Research, development and innovation	41,815	5,578	5,197	9,908	23,521	25,560	-16,255	
25,000	25,000	2,342	Integrated Regional Employability & Skills	3,000	289	366	630	1,763	2,443	-557	
25,000	25,000	2,342	Total IRES	3,000	289	366	630	1,763	2,443	-557	
120,000	120,000	4,163	Sheriffhall Roundabout*	-	57	243	172	547	-	-	SG to fund up to £120m to support improvements to the A720 City Bypass for the grade separation of Sheriffhall Roundabout via Transport Scotland
36,000	20,000	0	West Edinburgh Public Transport Infrastructure	1,183	0	0	0	25	40	-1,143	Consultants working on the project plan, looking to finalise soon with approval from stakeholders
156,000	140,000	4,163	Total Transport	1,183	57	243	172	572	40	-1,143	
44,990	20,000	0	IMPACT/Dunard Concert Hall	1,000	0	0	0	0	0	-1,000	JR set aside following mediation. To be redesigned and variation made to planning application.
44,990	20,000	0	Total Culture	1,000	0	0	0	0	0	-1,000	
263,000	15,000	12,184	Housing Company (Edinburgh Living)**	5,000	748	0	1,184	5,000	5,000	0	Separate grant letter from SG
50,000	50,000	0	Housing Infrastructure Fund**	12,500	0	0	0	0	0	-12,500	Separate letters from SG for individual proposals. The allocation figure is based on the financial plan
313,000	65,000	12,184	Total Housing	17,500	748	0	1,184	5,000	5,000	-12,500	
1,330,107	600,000	127,575	Total Programme	64,498	6,672	5,806	11,894	30,856	33,043	-31,455	Shortfall of utilising grant funding

* Scottish Government funded. Transport Scotland taking forward scheme delivery. ** Funding governed by Scottish Government (Housing)

Page 4: Research, Development and Innovation
Theme
Data-Driven Innovation

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Bayes Centre	Deliver	Sep 18: Opening	N/A	G	G	3	In compliance with latest Government guidance C-19 guidance, the Bayes Centre is currently closed, and is supporting all members and partners remotely.
National Robotarium	Implement	Jan 2021: Start on Site	March 2022: Complete construction	A	G	2	Construction progressing in line with programme. Procurement of specialist equipment underway. CEO recruitment process recommenced.
Edinburgh Futures Institute	Implement	Start on site	Jun 22: Complete construction	A	G	3	A revised handover agreed for June 2022 (user fit out by September 2022). Contractor is back on-site, with appropriate on-site working arrangements in place. Operational staff working from home where possible. Currently assessing further impact on delivery of EFI building and programmes – further update in Easter 2021, when impact of social distancing on delivery dates is better known.
Usher Institute	Implement	Feb 21: Planning application approved	Jul 21: Commence construction	A	G	2	Planning application approved. Construction due to commence Summer 2021 with construction expected to be completed by Spring 2023.
Easter Bush	Implement	Mar 21: FBC approved by Joint Committee	Aug 21: Mobilise team to deliver business plan	G	G	2	Joint Committee approval secured on 5 Mar 2021.
Edinburgh International Data Facility	Implement	Start on site	Apr 21: Building opening	G	G	2	Procurement of large equipment is completed and supplier (HPE) appointed. Aim for official building opening early Spring subject to availability of senior official.

T: On Time?; B: On Budget?; SAV: Strategic Added Value score

Page 5: Research, Development and Innovation Theme
Edinburgh Innovation Park (QMU Food and Drink)

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Edinburgh Innovation Park (QMU Food and Drink Hub) Page 139	Define	ELC/QMU submitted further iteration of FBC to UKG/SG on 1/3/2021 Junction tender issued .	Await feedback from UKG/SG on FBC submitted 1/3/2021 Targeting JC approval June 2021	A	A	2	<p>Indicative timetable circulated between ELC/QMU/UKG/SG noting the internal approval/city deal approval that is required to meet the JC June committee.</p> <p>Junction tender is a 2 stage process with the final award scheduled for July 2021 (subject to any impact that Covid may have on workforce/ availability of construction materials/costs). Commencement of construction is targeted for August 2021 once the vaccination centre at QMU has been deconstructed.</p> <p>At this stage (subject to any further impact that Covid may have) the completion of the junction is scheduled for August 2022.</p>

Page 6: Research, Development and Innovation Theme
Projects in Fife and Scottish Borders

Project	Stage	LastMilestone	Next Milestone	T	B	SAV	Comments
Borders Innovation Park	Implement	Start of site works for Phase 1.	Site works for Phase 1 ongoing.	A	G	1	The building of Phase 1 is continuing, but site works for Phase 2 are still delayed owing to disruption caused by the Covid-19 pandemic. It is now intended that the proposed workshop to revisit the business case for Phases 2 and 3 will take place in May after the lifting of restrictions at the end of April.
Fife Industrial Innovation Investment (Fi3P)	Implement	Acquisition of Fife Interchange North, Dunfermline (Q4 20/21) Flemington Rd, Glenrothes Build Complete (Q4 20/21)	Q4: Planning consent for Lochgelly Site Servicing (delay expected into Q2 21/22) Q1: Fife Interchange North, siteworks commenced	G	G	2	The site acquisition at Fife Interchange North, Dunfermline is now complete. Siteworks will commence in April 2021. Flemington Rd, Glenrothes, business units complete and tenant interest is strong. Marketing continues. Construction continues at Dunnikier Business Park, Kirkcaldy – completion expected Q3 21/22. Marketing underway. The need for further drainage assessment at Lochgelly, required by Scottish Water, is expected to delay planning consent.

T: Timeline; B: Budget; SAV: Strategic Added Value score

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
IRES Programme	Implement/Deliver	Positive and well attended IRES board on 16th Feb 21. Benefits Realisation Plan approved at Joint Committee in Sep 2020 stating thematic outcomes including those for the IRES programme, which are being implemented.	Work progressing to align project outcomes with overall IRES Benefits Realisation targets, and reprofile based on Covid impact and available funding as we approach end of financial year.	A	A	3	<ul style="list-style-type: none"> IRES Programme Connector is working with Project Leads to further develop monitoring and evaluation, and feed into the overall Benefits Realisation plan framework. IRES board met on 16th February 2021 with presentations on Intensive Family Support, Integrated Knowledge Systems, Health and Social Care Gateway developments, and Benefits Realisation – all well received. Regional Intelligence Hub and Logan review work undertaken. Budget setting work for 21/22 completed.
Integrated Knowledge System	Implement/Deliver	<p>IKS software procurement completed.</p> <p>Contract for IKS signed with Hanlon.</p> <p>Delivery Advisory Group (DAG) meeting took place on 18th March.</p>	Project plan confirmed and agreement with relevant organisations.	G	G	3	<ul style="list-style-type: none"> MIS (Management Information System) procurement completed for a software partner. The contract is for an initial period of 2 year. First phase of implementation will consider existing systems and the foundation starting point. For each, attention will be given to existing data and data language currently in use. Also actively looking at potential of rolling out the system for School Work Experience in Edinburgh. This could be expanded into a larger Young Person Guarantee offer in the future. Work continues with the IRES PMO to understand KPI recording across various systems. Data analysis internship looking at the Maximise! project as a precursor for the wider IKS. Completion and report circulated in early April.
Labour Market Analysis and Evaluation	Deliver	<p>Regional Intelligence Hub (RIH) options paper delivered to IRES PMO and opportunity areas identified to support themes identified in the RGF.</p> <p>Ekosgen shared and validated initial findings with key partners – final draft report delivered for review.</p>	<p>RIH options paper to be finalised for presentation at Directors' Group</p> <p>Share key findings with wider City Deal partners and implement recommendations.</p>	G	G	2	<ul style="list-style-type: none"> Labour Market Toolkit will be updated in April 2021 and promoted through DWP partners and communication channels, such as Knowledge Hub, with the monitoring and evaluation process to begin in May 2021. RIH options appraisal paper has been produced for the Director's Group. Potential areas of interest for the RIH include climate agenda and green recovery. There is also the potential for the RIH to support the key themes associated with the Regional Growth Framework. Ekosgen delivered their final draft report, which is now being reviewed by partners. Next steps are to share findings amongst wider city deal partner and implement relevant recommendations.

Project	Stage		Next Milestone	T	B	SAV	Comments
Integrated Employer Engagement	Implement	IEE Employer fund case studies have been promoted widely, updated outcome -103 jobs retained as a result of the fund.	CB portal – developer workshop scheduled April 21.	G	G	2	<ul style="list-style-type: none"> C19 Jobs continues to be populated with regional vacancies daily and there will be a further link to employer registration from the home page to encourage more direct employer asks. First point of contact for cross regional recruitment opportunities at Fort Kinnaird through retail rapid response programme, supporting a number of retailers unexpectedly increasing staff levels. End of year has seen 410 jobseekers supported. Slow release of retail jobs for a number of employers as reopening is planned. Recruitment and Skills Centre (RSC) network supporting Bespoke Recruitment Solutions – recruiting for Glenevin for City Fibre roll out across ESES areas. Linked HCI to JAD Group to establish links for construction recruitment. Early discussions had with Scottish Chamber of Commerce to develop no wrong door approach following strategic vision launch Discussions with Cyrenians on CB portal and champion charity to support launch. Scoring panel met to identify portal developer, commissioned Horisk Leslie Ltd, Cupar based company. RSC workstream have created host of presentations for regional PACE response.
		Community Benefits (CB) portal developer commissioned – Fife based co; Horisk Leslie Ltd.	Launch Rapid Retail Response 2021-22 phase 2 project, support through the Fort Kinnaird Recruitment & Skills Centre 80 jobseekers across Edinburgh, Midlothian and East Lothian.				
Intensive Family Support	Implement/Deliver	Community of Practice (CoP) development plan for 20-21 developed finalised with service delivery providers. IFSS Project Board meeting held. West Lothian IFS Team Leader in place, meeting held to progress service and link into wider IFSS programme.	Meetings for 2021 scheduled – one meeting per month through 2021. CoP Family and Youth Work meeting schedule Full West Lothian team linked into wider programme and established on IMS Caselink. IFSS website and social media will be launched once review process is completed.	G	G	2	<p>Key Activities/Achievements</p> <ul style="list-style-type: none"> West Lothian staffing in place, including Team Leader, induction into IFSS completed and staff registered on IMS Caselink. Scottish Borders service still in development, staff anticipated to be in place and operation for May 2021. CoP development plan for 20-21 underway and will continue to meet once monthly in rotation with various staff across IFSS. IFSS website and social media developed and under review. All current IFSS caseworkers trained on IFSS Information Management Software. Ongoing support in place. Systemic practice training now in place with Edinburgh and Fife services undergoing phase one of the training. Social Network Survey is live across IFSS delivery partners. <p>Priorities</p> <ul style="list-style-type: none"> IFSS website and social media going live to support information sharing and raise awareness of the work being delivered Supporting development of local project steering groups.

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Housing and Construction Infrastructure (HCI) Skills Gateway	Implement	2021 Scholarship application process launched with new website at hciskills.org	Deliver <i>Net Zero Communities</i> led by Professor Sean Smith	A	A	3	<ul style="list-style-type: none"> Ruth Cochrane, Dr Julio Bros-Williamson and Dr Miles Weaver to join project team as co-investigators to increase HCI schools, young people and corporate engagement in advance of COP26 in Glasgow in November 2021. Over 200 secondary pupils signed-up to participate in Creative Thinking / Built Environment Daydream Believers pilot in 2021-22. Funding drawdown for end-of-year lower than budget but over £350k accrued for FE and HE activity during 2021-22 academic year.
Data-Driven Innovation (DDI) Skills Gateway	Implement	Launch DDI SG Case Studies – <i>For the love of data</i> . DEC (Colleges) Staff recruitment complete. Complete delivery of Women into Work pilot. Rerun of Live Lesson <i>Defend the Rhino</i> on 4 February.	Prepare for delivery of year 3 programme of activity, in line with budget allocation. Work with SDS on programme of Live Lessons. DEC postholder due to take up position on 1 May.	G	A	2	<ul style="list-style-type: none"> Good attendance at DES (Schools) <i>Data is Beautiful</i> seminar. Planning for census/election focussed event at end of March now to give teachers plenty of time to engage with the resources before 5th May election. Young People’s consultation Recruitment beginning for young people’s consultation (this is ESRC funded not DDI) first meeting is scheduled for 31st March. Data Skills Credits: Made offers to 53 individuals, Courses being offered by 9 Training providers, c.£35k committed. Data Skills Portal: Team has received mock-ups of branded portal to signpost learners to data skills offerings across region Engagement with Access to Industry to discuss Parental Support funded data skills project. Contributing to South of Scotland Digital Skills hub activities. Guidance sought from IRES Board on widening geographic reach of programme
Workforce Mobility	Implement	IRES Board – Validated Steering Group Recommendations	IRES Board – Baseline Assessment & Next Steps.	A	G	2	<ul style="list-style-type: none"> Following the procurement of the Data & GIS Analyst, team now fully in place including University of Edinburgh. Continued Involvement in City Deal Regional Growth Framework development, to ensure the links for transport and employability are embedded to shape the delivery of the outcomes. Input to the South of Scotland Regional Economic & Energy Strategies to ensure transport / employability is embedded & net zero ambition doesn’t increase inequalities. Continue to speak with Transport Scotland to be involved in the ‘Future of Transport Forum’, NTS2 Partnership, National Smart Ticket Advisory Board, Transport Governance & Collaboration Review Group and Accessible Travel Framework. Involved in the South of Scotland Strategic Transport Projects Review consultation. Data capture has commenced. Some partners are delaying the implementation of the surveys until the recovery of COVID19 has commenced for key services and business. Potentially pilot Demand Responsive transport opportunity for partners out of Community Renewal Fund.

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
A720 Sheriffhall <i>(last update provided by Transport Scotland on 26 Feb 21)</i>	Define	Consultation on draft orders closed 31 January 2020. Transport Scotland is currently considering the responses.	Ongoing statutory process and drafting of responses to representations.	G	G	1	<ul style="list-style-type: none"> Public Transport and Active Travel review report published on the Transport Scotland website in December. Discussions on-going with the City of Edinburgh Council to close out matters. Discussions/meetings now underway to inform objection resolution. Formal objection response drafting substantially complete. Legal advisors appointed for inquiry preparation. Background inquiry evidence preparation underway. Transport Scotland continue to provide quarterly technical and spend updates as part of the City Deal reporting process.
West Edinburgh	Define	Appointment of Transportation and Engineering Consultants Jacobs to deliver the next stage of the project.	Permission being sought from SG/TS for drawdown on advance/preparatory business case costs to be shared proportionately between the funders (TS/CEC)	G	G	1	<p>£36m of funding identified (£20m from SG to support public transport infrastructure improvements) and £16m from City of Edinburgh Council plus contributions from the private sector and developers (TBC).</p> <p>In 2019, CEC developed a model to further prioritise the measures set out in the 2016 West Edinburgh Transport Appraisal (which amounted to £108m inc. optimism bias), with an emphasis on public transport and active travel prioritisation. Joint Committee have approved the appointment of Jacobs to execute Stage 1 of the project delivery plan. This will include further feasibility of proposals, developing outline designs, refining the current business case and updating the West Edinburgh programme delivery plan accordingly (including financial profiles).</p> <p>Agreement on funding between CEC and Transport Scotland has been agreed and Stage 1a has commenced.</p>

Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Dunard Centre	Define	Project taken off pause following agreement to dispose of judicial review against CEC.	Variation to planning application.	A	A	2	Judicial Review set aside following successful mediation. Concert hall to be redesigned and variation made to planning application in spring 2021, and full business case thereafter.

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Project	Stage	Last Milestone	Next Milestone	T	B	SAV	Comments
Affordable housing	Deliver & Define	SHIP leads meeting early 2021.	Collate Regional SHIP April 21.	A	N/A	2	<ul style="list-style-type: none"> Regional SHIP to explore collaboration opportunities on 21/22 programme.
Strategic sites	Implement & Define	Site Leads meeting 8 March	Dunfermline OBC – June 2021.	A	A	2	<ul style="list-style-type: none"> Outline Business Cases for sites are at different stages of development. Regular leads meetings now established to explore challenges, innovation and shared learning from business case development.
Innovation & skills	Implement	ESESCR Deal Home Demonstrator has secured funding from Scottish Gov.	Establish regional workstream looking at standardisation.	A	N/A	3	<ul style="list-style-type: none"> Demonstrator project will look at standardised housing types, procurement and delivery models to increase offsite manufacturing across the city region.
Infrastructure, funding and land assembly	Define	Develop proposal for regional infrastructure forum.	Proposal to ensure alignment with IRSS and emerging RGF.	A	N/A	2	<ul style="list-style-type: none"> Forum proposal to be developed in line with the recently published Interim Regional Spatial Strategy and emerging Regional Growth Framework ahead of a initial meeting to test appetite of partners and infrastructure providers.
Housing company	Deliver	Homes under construction across various sites.	Ongoing Delivery.	G	G	1	<ul style="list-style-type: none"> The City of Edinburgh Council and Scottish Futures Trust will continue to share learning and financial models with partners, to explore regional delivery models.

Policy and Sustainability Committee

10:00am, Tuesday, 20 April 2021

Planning and Performance Framework – Progress Update Report

Executive
Wards
Council Commitments

Executive

1. Recommendations

- 1.1 That members of the Policy and Sustainability Committee note progress in developing a new Planning and Performance Framework for the Council Business Plan, next steps and timescales for final report to Committee.

Andrew Kerr

Chief Executive

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Planning and Performance Framework

2. Executive Summary

- 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 Since February 2021, the Data, Performance and Business Planning Team have engaged with the political groups to seek their views on the proposed approach and adjusted the framework according to feedback.
- 2.4 The purpose of this report is to provide 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.

3. Background

- 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 The Business Plan describes the approach we will take to deliver our priorities in the form of 15 outcomes with actions. This plan stands as one part of a golden thread linking and guiding our operations, through to the shared goals and commitments of the Edinburgh Partnership 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 for the way we will reform our services.

4. Main report

4.1 Following approval of the Business Plan: *Our Future Council, Our Future City* officers began work to develop a new integrated planning and performance framework (PPF). The Framework seeks to embed a culture of performance and continuous improvement within the organisation and ensure:

- We are more transparent and accountable for the delivery of our priorities and outcomes;
- We can identify areas of underperformance and drive improvement;
- We effectively use our performance information including benchmarking data to drive continuous improvement
- We can prioritise what gets done within the resources available; and,
- We learn from our past performance and plan to improve our future performance.

Progress update

4.2 Since February the team have focused on two key components of the PPF:

- Developing the framework model including internal monitoring regimes, 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 and the wider organisational measures included in the strategy map (see Appendix A).

The proposed approach

4.3 Officers have developed a proposed model for an integrated Planning and Performance framework under pinned by the “plan, do, check, act/review” continuous improvement model. This is both the right approach for the organisation and one that addresses recommendations in the Council’s recent Best Value Audit report which highlighted the need to:

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

See section 4.11 for more detail on the proposed framework.

Engagement

4.4 Officers are engaging with Elected Members at Groups as to whether the proposed framework provides them with adequate opportunity to scrutinise delivery. This feedback, including frequency of reporting, has been used to further define the model described in this report.

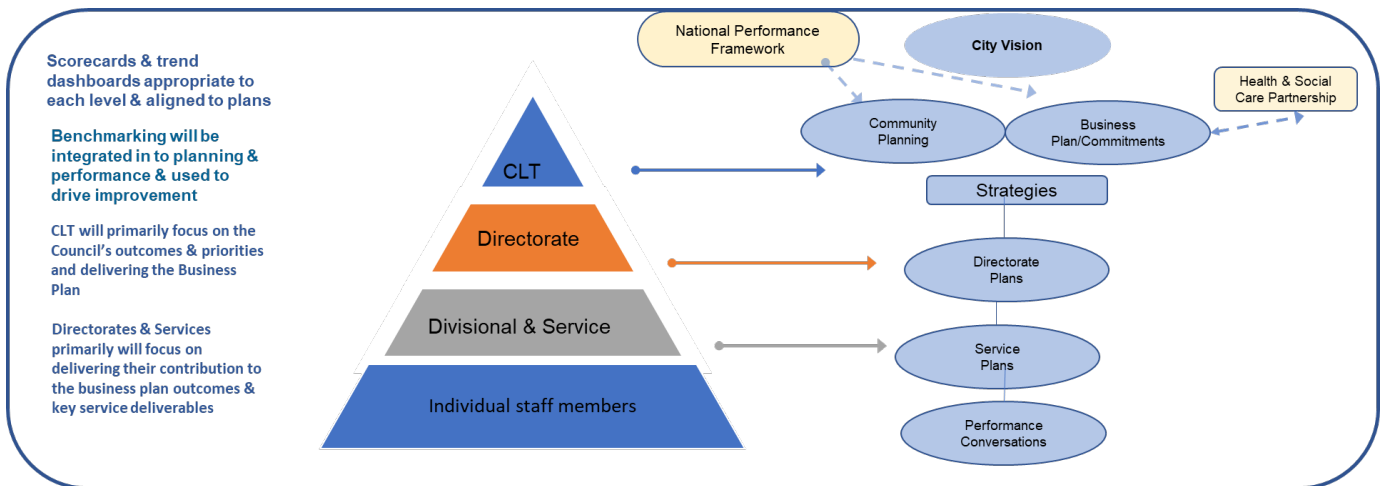
- 4.5 Officers are also engaging with the Corporate Leadership Team (CLT), Senior Management Teams and Senior and Service Managers on the proposed framework, it's practical implementation and the resources and capacity required to imbed this approach in the organisation.

Development of SMART Measures and Milestones

- 4.6 The Business Plan sets out our three core priorities and 15 key outcomes for the Council. We previously developed a high-level strategy map to align the business plan outcomes to actions and potential measures of success. The strategy map also includes a section on organisational measures which are not aligned to any one specific outcome and yet are essential for the delivery of all the outcomes (Appendix A).
- 4.7 Strategy and Communications are working with Heads of Service, senior managers and service teams to develop SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound), measures/milestones including targets for each of the outcomes and the broader organisational measures. Work is underway to identify the key measures, gather and analyse the data, establish a basis for target setting and frequency of reporting based on the availability of the data. Each measure will have a clear definition, type, calculation method and target setting rationale.
- 4.8 The suite of measures will include a mixture of city-wide and council specific measures. Some of the measures need to reflect performance at a citywide level where the Council can influence changes in performance but is not in sole control. Other measures will focus on areas where the Council has sole responsibility for performance. For example, becoming a net carbon city by 2030 can be tracked using citywide and council emissions as separate indicators ensuring that both a citywide and Council view is provided.
- 4.9 The suite of Key Performance Indicators (KPIs) will also contain a mix of measures that reflect short- and long-term outcomes, outputs, and customer perceptions. For some actions, at an early stage of development, milestones will initially be included to track progress until such time as measures can be defined and the relevant data is available.

Proposed Planning and Performance Framework Overview

- 4.10 The Council Business Plan forms the central part of the Council's strategic planning and performance framework. The Business Plan sits within the wider ecosystem of strategic planning for the Council which includes the 2050 City Vision, Community Planning Partnership (Edinburgh Partnership), Coalition political commitments and links with the Edinburgh Health and Social Partnership and the Scottish Government's National Performance framework, as shown in the following diagram:

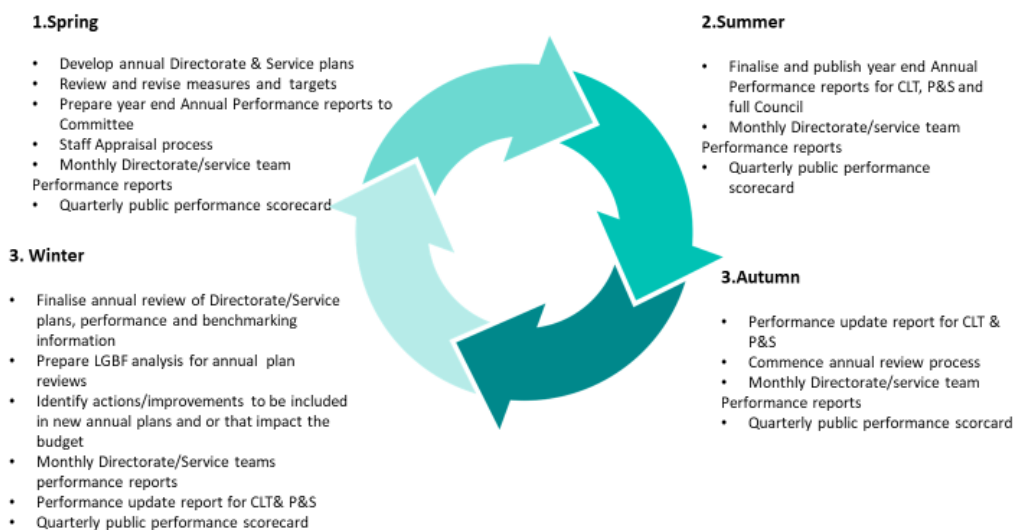


- 4.11 The framework is being designed to ensure that the Council’s priorities and outcomes are translated into clear actions and performance measures which are appropriately monitored, actioned and delivered. It will be underpinned by the “Plan, Do, Check, Act/Review” continuous improvement model and delivered through a robust annual cycle.
- 4.12 The approach imbeds a “golden thread” between the three-year Council Business Plan, annual Directorate/Service plans and colleague annual performance conversations, ensuring a clear understanding of our key deliverables across and into the organisation.
- 4.13 Performance scorecards and trend dashboards will be aligned to plans and monitored at each level in the organisation.

The Proposed Planning and Performance Annual Cycle

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

Performance & Planning Annual Cycle:



- 4.14 **Annual service planning (Spring):** The planning stage will be finalised in March and will take into account the output from the review process and annual budget cycle. It will focus on what services expect to deliver for each of 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.
- 4.15 **Annual plan review process (Winter):** The review process will be completed between November and January each year. The process will be delivered through workshops and supported by a review template and guidance pack and relevant performance and benchmarking data. This review will inform our annual performance reports for the current financial year, 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. As a result, 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.
- 4.16 **Elected Member oversight and scrutiny:** Enhancing Elected Member scrutiny and oversight of performance is pivotal to the success of the new Planning and Performance Framework. Therefore, it is proposed that once every four months a Council performance report with both supporting narrative and trend analysis is submitted to the Policy and Sustainability Committee. 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.
- 4.17 **Public performance information:** Officers are working to improve the performance reporting available to the Public via our website. We will publish all the committee performance reports and ensure they are accessible to all. As part of developing the framework and KPIs/Measures, officers are considering how to expand the performance information available to the Public.

5. Next Steps

- 5.1 Complete the work to finalise the Planning and Performance framework including the key performance measures and submit a final report to the Policy and Sustainability Committee on 1 June 2021.

6. Financial impact

- 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

- 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 & Performance Framework and/or the ongoing sharing and monitoring of performance information.

8. Background reading/external references

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

9. Appendices

- 9.1 Appendix A – Strategy Map

Appendix A: City of Edinburgh Council Performance Framework Strategy Map

The Strategy Map shows the three strategic priorities, and outcomes with underlying actions and initial measures.

Ending Poverty by 2030

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 reducing the poverty-related attainment gap

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

Delivery of the Council End poverty plan

Deliver people-centred income maximisation, family and household support services

Work with the new End Poverty Edinburgh citizen group, and embed citizens' voices in the design of approaches to end poverty

Create a new prevention service model for people focused services aimed at preventing poverty

Expand the Edinburgh Guarantee to support more citizens into positive destinations

Continue to provide apprenticeships

Work with the living wage foundation to establish Edinburgh as a living wage city

Develop new and innovative approaches to homelessness

Continue delivery of 20,000 new affordable homes in partnership with registered social landlords and private developers

Develop and deliver the learning for life programme providing inclusive and equitable learning opportunities

Close the attainment gap

Support the Edinburgh Slavery and Colonialism Legacy Review Group

Continue to invest in our schools with our learning estate investment programme

Expand and deliver flexible early years provision

Deliver a truly inclusive education system with schools designed to accommodate the needs of all children irrespective of disability or additional support requirements

Renew the Edinburgh Economy Strategy

Help more businesses to flourish in Edinburgh through our Business Gateway service

Continue ongoing initiatives to support the tourism and hospitality sector

Contribute to the stabilisation and retention of the city's world class cultural offer

- ~ People lifted out of poverty
- ~ Rates of poverty in Edinburgh (children, households, persistent)
- ~ Numbers and outcomes for people supported by employability programmes/services
- ~ Edinburgh Guarantee measures
- ~ Apprenticeship programmes
- ~ Number of Living wage employers
- ~ Numbers and outcomes of people supported by homelessness services
- ~ Affordable homes (approvals, completions)
- ~ Home completions (all tenures)
- ~ Attainment levels
- ~ Reduce the attainment gap
- ~ Positive destination/Participation measure
- ~ Lifelong learning measures
- ~ Provision of early years hours
- ~ Delivery of school estate investment programmes (e.g. spend, new schools)
- ~ Updated Economy Strategy measures (Employment rates, unemployment statistics, GDP)
- ~ Business measures (e.g. new starts, numbers of businesses, survival rates)
- ~ Business Gateway service measures
- ~ Visitor measures
- ~ Festival measures

Becoming a sustainable and net zero city

On track to deliver our 2030 net zero target

Citizens are engaged and empowered to respond to the climate emergency

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

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

Work with partners and citizens to deliver a 2030 City Sustainability Strategy

Deliver a City Heat and Energy Masterplan

Develop a Council Emissions Reduction Plan that focuses on our own organisational emissions

Develop a costed plan to retrofit a reduced Council estate to become more energy efficient

Develop a plan to climate proof our infrastructure, communities, business and the natural and built environment

Deliver a climate ready coastal park in Granton

Review and challenge our major infrastructure investments over the next 10 years to reduce their emissions

Develop Service Level Agreements for our ALEOs that reflect our commitment to sustainability

Put community engagement and empowerment at the heart of our approach to sustainability

Create and maintain safer walking and cycling routes which make on-foot, or by bike, the easiest choice for getting around the city

Promote and encourage re-use, repair, recycling, and local food growing, to help citizens reduce waste and save money

Explore opportunities to further develop community-owned, low-cost, clean energy solutions

Collaborate with third sector organisations and community groups to harness the assets that exist to help communities become more sustainable

Deliver the City Plan 2030

Transform the city centre through the City Centre Transformation plan and regenerate Granton and West Edinburgh

Finalise the business case and procure a commercial partner for the new Bio Quarter district health innovation

Move to early implementation of the City Mobility Plan, including delivering the Tram extension

- ~ Cut emissions to net zero by 2030
- ~ Council annual consumption (gas, electricity, LCG)
- ~ Council emission measures
- ~ Total heat consumption in the city
- ~ Total heat-related emissions in the city
- ~ Total power consumption in the city
- ~ Total power-related emissions in the city
- ~ Recycling rates/landfill usage
- ~ Electric vehicles measures
- ~ Energy efficiency standards for social housing
- ~ Major infrastructure investments emissions
- ~ Community engagement measures (to be defined)
- ~ Active travel measures
- ~ Programme delivery milestones/measures (to be defined)

Wellbeing & Equalities

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

- Develop the 20 minute neighbourhood model and identify the location of hubs through consultation with citizens
- Develop a new model of library provision
- Work with Edinburgh Leisure to provide accessible and affordable leisure services
- Continue to focus on child and adult support and protection
- Develop our response to Domestic Abuse
- Continue to invest in early help and support for our children and young people
- Continue to provide good quality care for looked after children
- Embed the 3 Conversations model across all Health and Social care services
- Build on our Home First Project to help individuals to remain independent at home or in a homely setting
- Develop The 'Edinburgh Pact'
- Transform and redesign bed-based services across the City
- Provide high quality services in local communities
- Build on the learning from the five Council Resilience Centres to provide essential services to vulnerable people
- Utilise the facilities in local communities to support delivery of the new service delivery models
- Introduce a single point of contact for all booking services
- Deliver a number of smart city projects which use data to drive service improvement
- Begin implementation of the City Operations Centre concept through investment in IoT sensors and a new CCTV system
- Embed our new procurement strategy which places sustainability at the heart of our procurement programme

- ~ 20 minute neighbourhood measures
- ~ Library service measures
- ~ Adult and child protection measures
- ~ Domestic abuse measures
- ~ Looked After children measures
- ~ Health and Social Care Partnership Core 23 indicators (selection)
- ~ Assessment waiting time
- ~ Bed days lost due to delayed discharge
- ~ Service delivery measures for services delivered through the hubs (e.g. Waste, Street cleansing, Roads, Parks)
- ~ Service user satisfaction measures
- ~ Customer contact measures
- ~ Volume, value and processing times for claims (Crisis grant, Scottish Welfare fund, Discretionary housing payments)
- ~ Booking system measures
- ~ Online transactions measures
- ~ Sustainable Procurement Strategy measures

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Organisational measures – a range of measures monitoring our supportive functions including

- ~ Processing timescales
- ~ Revenue management
- ~ Property management
- ~ Staff absence and workforce numbers
- ~ Financial management
- ~ Digital services

Policy and Sustainability Committee

10am, Tuesday, 20 April 2021

Equality, Diversity and Rights Framework 2017-21 Final Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

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

Andrew Kerr

Chief Executive

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Equality, Diversity and Rights Framework 2017-21 Final Progress Report

2. Executive Summary

- 2.1 This report provides a 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 is reported based on updates provided from services that cover the duration of the framework.
- 2.2 The new framework which will cover the next four-year period 2021-25 will be reported separately.

3. Background

- 3.1 Corporate Policy and Strategy Committee approved the Council's Equality, Diversity and Rights Framework 2017-21 at its 8 August 2017 meeting.
- 3.2 The framework includes a set of five service improvement outcomes, which were developed through engagement with members of the Edinburgh Equality and Rights Network (EaRN), community planning partners, senior managers and chief officers of the Council. The outcomes were informed by community and service area intelligence drawn from a range of engagement processes, including the development of the Edinburgh City Vision, along with insights from needs assessments and performance information.
- 3.3 The framework is a part of the Council's response to the 'Public Sector Equality Duty', which forms part of the Equality Act 2010. This duty has four components:
 - 3.3.1 Eliminate unlawful discrimination, harassment, and victimisation.
 - 3.3.2 Advance equality of opportunity between people who share a protected characteristic.
 - 3.3.3 Foster good relations between people who share a protected characteristic and those who do not. These duties are placed on a range of listed public authorities, which includes all Scottish local authorities.
 - 3.3.4 The Fairer Scotland Duty introduced in April 2018.
- 3.4 In addition to the 'Public Sector Equality Duty', the Equality Act 2010 'Specific Duties (Scotland) Regulations 2012' came into force on 27 May 2012, and require listed public authorities in Scotland to:
 - 3.4.1 report on progress on action to mainstream equality;

- 3.4.2 publish equality outcomes and report progress;
 - 3.4.3 assess and review policies and practices (impact assessment);
 - 3.4.4 gather and use employee information;
 - 3.4.5 publish gender pay gap information and an equal payment statement;
 - 3.4.6 consider award criteria and conditions in relation to public procurement; and
 - 3.4.7 publish all of this in an accessible manner every two years.
- 3.5 This report meets the requirements listed above under 3.4 by providing a progress report attached to this paper (Appendix 1).

4. Main report

- 4.1 The overarching vision is for Edinburgh to be a fair, inspired, thriving and connected city. Central to the Council's Equality, Diversity and Rights Framework is the ambition to improve services and outcomes for citizens, communities and employees who share the protected characteristics (i.e. disability, race, sex, gender re-assignment, sexual orientation, marriage and civil partnership, age, faith / belief, maternity and pregnancy).
- 4.2 To demonstrate focus and commitment towards achieving the vision the Council has an established Elected Member working group on equalities.
- 4.3 The Equality, Diversity and Rights Framework is integral to the wider strategic framework of the Council. It reflects the embedding of a 'rights-based approach' across the organisation as part of the development of policies, strategies and service design and by underpinning the development of its equality outcomes.
- 4.4 The Public Sector Equality Duty covers both inward and outward-facing activities: inward-facing relating to procurement and to staff recruitment, pay, training and support whilst external elements relate to the outcomes sought for the citizens of Edinburgh through policies, strategies and operational delivery.
- 4.5 The progress report illustrates the breadth and scale of the actions taken during the timeframe of the framework by providing an overview of key achievements for each of the five outcomes, both inward and outward facing, along with examples of equality related initiatives and projects.

5. Next Steps

- 5.1 The Council's legal duties under the Equality Act 2010 are met.
- 5.2 Key stakeholders acknowledge that the activities undertaken to make progress towards the five outcomes have been effective, as determined through consultation and engagement.

6. Financial impact

- 6.1 There are no direct financial costs arising from this report.

7. Stakeholder/Community Impact

- 7.1 As noted above (3.2), the Equality, Diversity and Rights Framework includes a set of five service improvement outcomes which were developed through engagement with members of the EaRN, community planning partners, senior managers and chief officers in the Council.
- 7.2 The outcomes were further informed by community intelligence drawn from a range of engagement processes, including the development of the Edinburgh City Vision.

8. Background reading/external references

- 8.1 City of Edinburgh Council Equality, Diversity and Rights Framework: Interim Progress Report, covering 2019 to 2021.
- 8.2 [Equality, Diversity and Rights Framework 2017-21](#)

9. Appendices

- 9.1 Appendix 1 – Final Progress Report

APPENDIX 1

The City of Edinburgh Council

Equality, Diversity and Rights Framework 2017-21 Final Progress Report

Overview of progress

1. Mainstreaming the general equality duty

Mainstreaming equality means integrating equality into the day-to-day working of the Council, in other words, equality is considered as part of everything the Council does. The Council's approach to mainstreaming over the life of the framework has been to:

- Embed equality throughout the strategic framework.
- Incorporate the findings of Integrated Impact Assessments into all reports for the Council's committees, to ensure that Elected Members are able to consider equalities, human rights and sustainability in all of the decisions they take, and to ensure that strategies and plans are developed in a way that maximises opportunities to advance equalities as well as mitigate any negative impacts identified.
- Deliver the actions to make progress towards the Council's five equality outcomes to improve outcomes for citizens.
- Develop and deliver employment policies and practice which place equality, diversity, and rights as central to the culture of the Council, and providing learning materials including the online

Equality and Diversity Awareness course, introduced in 2018; development of a Diversity and Inclusion Strategy which was published in 2019.

- Embedding equalities within engagement practice at a localities level and within community planning processes by taking a joint approach to integrated impact assessments in respect of partnership plans (e.g. Locality Improvement Plans).

2. Equality and rights outcomes

The framework describes five service-improvement outcomes to be delivered during 2017-21, developed and agreed through consultation and engagement. Each outcome relates to the protected characteristics (including - race, sex, gender reassignment, sexual orientation, marriage and civil partnership, age, religion or belief, disability, pregnancy, and maternity), as described in the Equality Act 2010, and is underpinned by human rights.

- Outcome 1: improved accessibility of council services, housing, and buildings
- Outcome 2: improved community safety, justice, and cohesion services
- Outcome 3: improved education and employability services
- Outcome 4: improved transport services
- Outcome 5: improved social security and household income maximisation services.

Over the four years of the framework with notably the final year being affected by Covid-19, the Council undertook a wide range of actions

and initiatives to progress towards these outcomes. Actions span infrastructure, facilitating participation, learning and employment, staff training, improving the effectiveness of support to people, and engagement and awareness raising.

3. Assessments of new or revised policies and practices

The Council has introduced Integrated Impact Assessment (IIA) to assess the impact of proposed changes in policy, services and budgets on equality, human rights, sustainability, the environment and the economy. This ensures that due regard is taken of such assessments when making major decisions at Council committees, and by chief officers. Supporting activities which have been undertaken include:

The delivery of regular training sessions to assist staff in undertaking integrated impact assessments as well as comprehensive guidance published on the Council's internal website

- Quarterly quality assurance meetings with colleagues from partner agencies (NHS Lothian, other Lothian local authorities and Health and Social Care Partnerships), where a sample of completed assessments is considered, and recommendations made.
- The introduction of Equality, Diversity and Rights Advisors across service areas who use knowledge of their service area together with learning from IIA training to assist all those in their service area who need support to complete their IIA.

- Carrying out a cumulative integrated impact assessment on budget proposals yearly, to inform the decisions of the full Council.
- Reviewing the IIA with our partner agencies (NHS Lothian, other Lothian local authorities and Health and Social Care Partnerships) to strengthen the environmental and sustainability element of the toolkit.

During the last year of the framework whilst the city was impacted by the global pandemic additional activity was undertaken to further support the IIA process:

- Introduction of an abbreviated IIA template for emergency decisions.
- Cumulative integrated impact assessments of decisions taken by the Council Incident Management Team (CIMT) were carried out.
- IIA training sessions were delivered remotely for staff, who were advised to work from home wherever possible.

4. Gathering, using and publishing employee information

The framework contains commitments to enable the delivery of equal pay, tackle unlawful discrimination, harassment, and victimisation, and promote a culture of equality, diversity and inclusion.

This includes a Council-wide commitment to develop a workforce which is inclusive and reflects the diversity of the city. To do this the focus is on delivering employment policies and practice which place equality, diversity and rights as central to the culture of the Council.

The Council regularly publishes on its website details of the composition of the current workforce by gender, ethnicity, disability, religion, marital status, sexual orientation and age. Notably, there are consistently high levels of non-disclosure of information in key areas such as religion and belief, and sexual orientation.

A Diversity and Inclusion Strategy and associated Action Plans (2019-2020 and 2020-2021) have been developed and published. The campaign to support this work is called '#inclusivedinburgh' – which centres on developing respect and equality in the workplace.

This work was developed in collaboration with elected members, trade union colleagues, representatives of colleague networks and officers from Communications and HR teams. This group was led by the Executive Sponsor for Equalities and Diversity and it continues to meet regularly to provide a steer in relation to priorities and actions across the strategic themes.

There are three strategic themes under which all of the associated actions are aligned:

- Developing Our Understanding
- Building and Inclusive Culture
- Attracting and Retaining a Diverse Workforce

Developing Our Understanding – progress

In 2019 the Employers Network for Equalities and Inclusion devised a benchmarking exercise and an evaluation took place against 8 key areas:

- Your workforce
- Strategy and plan

- Leadership and accountability
- Attraction and recruitment
- Training and development
- Other employment practices
- Communications and engagement
- Procurement

The results of the evaluation provides a baseline from which to build improvements and this will be used to evaluate progress from 2021 onwards.

A council-wide campaign was also undertaken to encourage colleagues to update their equalities data. The campaign focused on the importance of collecting this data to help towards becoming a more inclusive organisation, whilst emphasising safeguards in place around confidentiality and data security.

This initiative was supported by an extensive communications campaign and by working collaboratively with established colleague networks.

Following research of best practice and prior to the campaign launch the equalities data question was altered to mirror the Scottish Government approach in the next Census, enabling easier benchmarking at a national level. Agreement was reached with CoSLA to make the same changes to the national Talentlink recruitment system which will allow meaningful comparisons to be drawn on equalities-related recruitment activity across local authorities when it is in place from early 2021. Internal systems have been updated in preparation for data collection and there has been targeting of

colleagues with no access to on-line HR systems so that they can also update their data.

Building an Inclusive Culture – progress

Strong productive working relationships have been built with existing colleague networks and extensive support has been provided to enable new colleague networks which are now up and running:

- #NEWS (women’s network)
 - STRIDE (LGBT+ network)
 - X2 BME Networks - one corporate and one specifically for Health & Social Care (H&SC) colleagues
- Carer’s Network
SPARC (disability and long-term health conditions network)
Armed Forces Family Network

A key focus of work with colleague networks was to educate and raise awareness, in a variety of different ways. Internal communications channels such as Newsbeat, Manager’s News and senior manager vlogs promote the work of the networks (such as information events, network meetings and stalls). Personal profile stories are regularly run focusing on the lived experience of individuals as a way of raising awareness, promoting understanding and encouraging the development of a more inclusive culture. There has been promotion and support of highly visible symbols of solidarity such as flying the rainbow flag on key dates of significance for the LGBT+ community.

An annual Diversity and Inclusion Annual Planner which is used to promote dates of interest across the year including Black History

Month, Carer’s Week, International Day of Persons with Disabilities, International Women’s Day, Pride month and key religious events such as Ramadan and Diwali, to name but a few.

Regular articles run on our internal news channels to highlight supportive people-friendly policies, advertise the activity of colleague networks and signpost related events across Edinburgh.

There is also an established a Diversity and Inclusion web page including pages for each of the colleague networks. These pages provide further information about current campaigns, the Diversity and Inclusion Strategy and associated action plans. For colleagues who do not have access to our intranet, there is an external webpage so they can also access relevant information.

Work was undertaken closely with trade union colleagues and others to develop and implement a new process for recording and reporting of prejudice-based incidents. The new process enables an understanding of the nature, frequency and location of incidents to help target efforts to support colleagues and send clear messages about what is and isn’t acceptable behaviour.

Attracting and Retaining a Diverse Workforce – progress

Policies and guidance are regularly reviewed to ensure they reflect best practice for managers and colleagues. The Recruitment and Selection Policy has been updated to include more focus on inclusive recruitment practice and guidance documents have been produced for managers to help them support transgender colleagues in the workplace and colleagues experiencing symptoms of the menopause.

The Domestic Abuse Policy has been updated to bring it in line with recent legislative changes and a review was carried out of current

provision surrounding maternity, paternity and shared parental leave from an equalities perspective.

The Council continues to work with external partners to support the employability skills of underrepresented groups and is currently working in partnership with the Council of Ethnic Minority Voluntary organisations (CEMVO) to develop an approach to the recruitment and retention of ethnic minority colleagues.

Participation in a 'shadow programme' run by Close The Gap to observe a pilot group of local authorities implementing the Scottish Government Equally Safe At Work programme has contributed to discussions around how the learning from the pilot could be taken on board for the launch of the full programme in 2021.

There is continued monitoring of pay gaps relating to gender, disability and race, occupational segregation and the availability of part-time and flexible working arrangement as well as undertaking analysis on gender segregation across key roles in the Council. This includes working in partnership with trade unions to ensure pay is monitored regularly and colleagues have confidence in processes to ensure there is no bias.

Work continues on developing the employer brand to make it more visibly inclusive by looking at ways to target under-represented groups in order to attract a more diverse range of candidates. There is engagement with colleague networks to gather insight around potential obstacles and barriers to inclusivity allowing for continual review and improvements in practices.

5. Publishing gender pay gap information

The gender pay gap is the difference in the average hourly wage of all men and women across the workforce. The latest pay gap data available shows it has reduced from 5% in March 2018 to 4.1% in

March 2020. This reflects the commitment to flexible working options and family friendly policies which encourage and encourage a more flexible, diverse workforce. It also reflects the enhanced focus on diversity and inclusion training and the revised Recruitment and Selection Policy which places strong emphasis on inclusive recruitment practice. The aim is to continue to reduce the gap. See the full published report on the Council website - [Gender Pay Gap](#)

6. Publication of an equal pay statement

Policy Statement set out the approach to ensuring that pay systems in the Council continue to be fair and equitable so that employees have confidence in systems and processes for eliminating bias.

7. Award criteria and contract conditions in relation to public procurement

The Council's Procurement and Commercial Strategy (December 2016 – March 2020) aimed to maximise the benefits of procurement and make a positive impact on customers and service users whilst supporting the Council's strategic aims to work collaboratively and with fairness and integrity in all aspects of its commercial activity.

The Council's new Sustainable Procurement and Commercial Strategy 2020 -2025 aims to maximise the benefits of procurement and supports the Council's strategic aims puts sustainability at the heart of the procurement programme.

Over the period of this framework the following actions were taken:

- For procurement exercises with a total value of over £50k, service areas were required to undertake an Integrated Impact Assessment during early planning stages.

- The terms and conditions of contracts required service providers and any sub-contractors to deliver services in a non-discriminatory way that ensured fairness and equality to all users of the services; as well as to comply with the Council's policies on equality and all relevant laws. The terms and conditions provide for information on protected characteristics in relation to employment and service users are required to be provided on request.
- Grant conditions require organisations to commit to mainstreaming equality and rights in accordance with the [Equality Act 2010](#), in employing staff and volunteers and in providing services; when requested, organisations are required to show how they are meeting the Public Sector Equality Duty.

The Council's approach to community benefits to ensure those with protected characteristics benefit from these clauses has been further developed. Development of the 'Cenefits' system was completed in 2019 which now provides for enhanced monitoring of community benefits with reference to promoting protected characteristics or to other priority groups such as those living in poverty, for example the long term unemployed.

8. Fairer Scotland Duty

The Fairer Scotland Duty came into force on a three-year implementation basis in April 2018 and places a legal responsibility on public bodies in Scotland, including local authorities, to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.

Directly in line with this duty, the Council has:

- Established and supported the work of the independent Edinburgh Poverty Commission, which published its final report – A Just Capital: Actions to End Poverty in Edinburgh – in September 2020. In response to this report, and the commissions 7 calls to action, City of Edinburgh Council and Edinburgh Partnership in December 2020 both approved delivery plans outlining their actions and commitments in working towards the goal of eradicating poverty in Edinburgh by 2030.
- Revised the Integrated Impact Assessment Guidance and supporting information documents with partner agencies (NHS Lothian, other Lothian local authorities and Health and Social Care Partnerships) to ensure that the coverage of the relevant socio-economic factors (e.g. social status, housing and living conditions, income and employment) is sufficient.
- Carried out a cumulative assessment of the impact of budget proposals each year, to inform the decisions of the full Council.

Equality, diversity and rights framework (2017 -2021) – action plan update

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
High quality, modern school facilities within localities, to match the ambitions for attainment, positive destinations, and improvements to community access.	Deliver the Schools of the Future Project including 1 new secondary school and six primary schools.	<p>Progress reports on school building programme.</p> <p>Data on community access to schools.</p> <p>Attainment and positive destination data by protected characteristic.</p>	Communities and Families / Property and Facilities Management Service / Lifelong Learning Service	<p>Facilities in schools have been further developed to provide effective learning support to suit a range of needs e.g. a sensory room and breakout room in a new primary school. The approach to replacing schools will be to consider options for multi-service community hubs, allowing easy access to a range of services.</p> <p>Communities and Families Strategic Asset team are currently working closely with Head Teacher Inclusion Support and Quality Improvement Manager Special Schools on the inclusion element of design for the new Currie Community High School and continuing engagement as part of Wave 4 school developments.</p> <p>Opportunities presented by new learning campuses continue to be explored to deliver integrated hubs for local services – including the provision of an integrated building for a primary school and GP surgery at</p>

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				Maybury and multiple lifelong learning services at Ratho.
Children and young people with a disability or with additional support needs can access and participate in mainstream school services and extracurricular activity.	<p>Produce and deliver an Accessibility Strategy which sets out how the Council improves physical access to schools, accessible communication with parents and carers, and access to the curriculum.</p> <p>Deliver actions in the Edinburgh Children’s Services Plan 2017 – 2020 which relate to children with a disability or additional support need.</p> <p>ASL Policy ‘In on the Act’ Dec 201</p>	<p>Data from pupil surveys in secondary and primary schools provided by children with disabilities and additional support needs.</p> <p>Data from the ‘Child Planning – Edinburgh Wellbeing’ Index provided by pupils with disabilities.</p> <p>Feedback from parents, families, and carers of children with disabilities.</p>	Communities and Families	<p>The focus on encouraging participation has been to encourage girls and children with disabilities to take part in sports, because their involvement had been low. Examples include Active School’s second “Girls Day Out” Conference and providing special equipment to let young people with additional needs take part in outdoor residential trips.</p> <p>In 2020, existing plans were cancelled due to COVID-19 outbreak, but accessible virtual programmes were provided. Girls and pupils with additional support needs continue to be a focus.</p> <p>The Council’s Benmore and Lagganlia residential centres continue to hire specialist equipment to support residential excursions, this includes specialist harnesses and all-terrain wheelchairs.</p>

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				Communities and Families Accessibility Strategy has been updated.
Extended use of photo-symbols across service areas, and public buildings, to improve access.	Improve signage in schools, libraries, leisure, and community centres.	Feedback from EaRN members. Feedback from the Access Panel.	Communications Service / Lifelong Learning Service / Property and Facilities Management	Facilities Management proactively replaced and repaired existing Health & Safety signage.
Improved access to the city's cultural, sporting and physical activity services.	Deliver the Museums Galleries Edinburgh Access Policy Statement 2017. Deliver the Edinburgh Museums and Galleries Service Plan 2013/18. Deliver the 'Engaging with our communities: Museums Galleries Edinburgh: Outreach Strategy 2017-2020'. Increase the number of autism / dementia /	Feedback from EaRN members. Feedback from the Access Panel.	Culture / Edinburgh Leisure / Lifelong Learning Service	Edinburgh Leisure manages and develops sport and leisure services on behalf of the Council. The Active Communities team deliver projects to people who face the greatest barriers and tend to be much less active: women and girls, people with disabilities, older adults, minority ethnic groups and those with low incomes. Capital Theatres, part-funded by the Council, put on a range of accessible performances, including (in 2017-18) 25 relaxed performances for people with learning disabilities, 25 dementia-friendly, 27 British Sign Language

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
	<p>genders + transgender specific sessions or showings at leisure centres, and theatres.</p> <p>Ensure the new sports and physical activity strategy takes account of the needs of communities who share protected characteristics.</p>			<p>(BSL) interpreted performances and 32 audio-described.</p> <p>In 2019-20, 144 shows were programmed of which 87 were accessible (BSL, Audio Described, Captioned, Relaxed and Dementia Friendly).</p> <p>There is now an accessibility guide on the Museums and galleries website for all venues.</p> <p>Funding has been introduced to support for cultural engagement in localities through the Local Events Fund.</p>
High quality library and information services using both physical and digital modes of access.	Improve access to and provide information about library services, taking account of the needs of people who share protected characteristics.	Satisfaction with Lifelong Learning Services.	Lifelong Learning	<p>Work continues with a wide range of partners including, Dyslexia Scotland, LGBT Youth, Autism Scotland, Deaf action and others to develop services that consider the needs of people with protected characteristics.</p> <p>Awareness raising events and sessions representing particular groups are jointly planned. The Sensory cinema experience continues</p>

Outcome 1 – Improved accessibility of council services, housing and buildings

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				<p>to be developed. During the pandemic the housebound delivery service has been increased to meet demand.</p> <p>Libraries provide digital skills support sessions to support citizens in finding information online and using digital services and technology independently. This support is provided one to one with volunteer support; during the pandemic this has moved to telephone and online provision.</p> <p>Loan periods and item limits have been increased to support access to information and reading for pleasure during COVID-19. Increased investment in e-material to reflect increased usage during lockdown.</p> <p>E-services have been further developed and digital resources have been gathered in collections to help signpost customers to information required to support education, mental wellbeing, combat poverty and</p>

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				<p>encourage outdoor activity during lockdown.</p> <p>The Libraries Digital Lead worked in partnership with Scottish Community Voluntary Organisation (SCVO) to deliver the Scottish Government 'Connecting Scotland' programme – encouraging community organisations to apply for digital equipment and connectivity for individuals and working with them to put in place support through a network of Digital Champions. The team worked directly with a number of protected characteristic groups including poverty, digital exclusion, social exclusion etc.</p>
The Council's first BSL plan is co-produced, approved and delivered in partnership with BSL users in Edinburgh	Review the British Sign Language (BSL) Draft National Plan. This will inform the development of the Local Plan.	Production of the Council's first BSL Plan in 2018.	Strategy & Insight Service (in partnership with the Edinburgh Health and Social Care Partnership)	<p>The British Sign Language Plan for Edinburgh 2018-24 was produced to improve services for BSL users.</p> <p>Service areas have continued to implement actions in the plan, and the Council and Health and Social Care Partnership jointly contributed to the British Deaf Association Scotland's</p>

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				review of progress within local authorities for the Scottish Government (October 2020).
Improved access to, and customer satisfaction with, Council customer services, including Interpretation and Translation Services (ITS) for people who share protected characteristics.	<p>Improve the Interpretation and Translation Services.</p> <p>Continue to roll out the “Happy to translate” service on council leaflets.</p> <p>Ensure delivery of ITS contracts with funded third parties.</p> <p>Deliver the Change Strategy – Council of the Future – Digital Workstream.</p> <p>Deliver ITS procurement contracts.</p>	Data from customer services on access and satisfaction.	Customer	<p>Improvements and achievements over the period of the framework include:</p> <ul style="list-style-type: none"> • Launching a range of ways to improve access including web-chat pilot and web forms to free up capacity for phone and face to face contacts • Ongoing development of online services, supported by more traditional service access routes • Support for critical face to face services during COVID-19 • Simplified call messaging – reduced options to avoid confusion • The launch of web bots to support website search capabilities, making it easier to find service information and request/report a service • Supporting services with ongoing Council-wide translation/ interpretation services

Outcome 1 – Improved accessibility of council services, housing and buildings

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
	<p>Increase the number of Council documents published in plain English and easy read.</p> <p>Deliver the new Customer Strategy.</p>			<ul style="list-style-type: none"> 24/7 social media presence SMS functionality to support key services e.g. Council Tax Removal of the compulsory sign on for many online services Introduction of pay point facilities for revenue/benefit services to support cash transactions
Improved access to pavements, parks, road crossings and the public realm for people who share protected characteristics.	<p>Deliver the City Centre Locality Improvement Plan priorities on improving street access.</p> <p>Deliver the Council's Public Realm Protocols.</p> <p>Ensure more co production work takes place with communities of interest to design the public realm.</p>	<p>Data from accessibility surveys completed at key locations.</p> <p>Edinburgh Access Panel feedback.</p> <p>Equalities and human rights Network (EaRN) feedback.</p>	Roads and Transport Service / Parks Service	The 2020-21 grounds maintenance programme has focussed on enhancing access to and across parks and green spaces to accommodate socially distanced exercise. This included the cutting back of overhanging vegetation, the widening of footpaths and the regular cutting of grass.

Outcome 1 – Improved accessibility of council services, housing and buildings				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
	Improve access to and around the City's parks and open spaces.			
Many new affordable homes are accessible for people who share protected characteristics.	Secure City Deal investment in the Affordable House Building Programme. Deliver the Affordable House Building Programme and increase the supply of homes for larger families, older people and disabled people.	Number of new affordable homes built with 4/5 bedrooms and with good disability access. Data from EdIndex on citizens who apply for Registered Social Landlord (RSL) housing by protected characteristic.	Housing / Planning Service / Edinburgh Affordable Housing Partnership	In 2019/20, 1,930 affordable homes were approved for start site and 1,443 were completed. Of those completed 813 were grant funded and all grant funded were built to the Housing for Varying Need (HFVN) standard. In 2017/18, a record 1,500 homes were approved for social rent, mid-market rent and low-cost ownership, and around 20% were designed for older people and those with complex needs. Current policy is that 10% of new build City of Edinburgh Council (CEC) homes should be fully wheelchair accessible and that all homes are built to the Housing for Varying Needs (HFVN) standard making ground floor properties accessible for wheelchair users including doorways that are wide enough to accommodate a wheel chair, level entry access, space

Outcome 1 – Improved accessibility of council services, housing and buildings

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress
				<p>for a wheelchair turning manoeuvre in both the kitchen and at least one bathroom and a wheel chair accessible path through property.</p> <p>The Housing Service has commissioned a study on particular needs housing, which will inform the Housing Need and Demand Assessment and Health and Social Care priorities.</p>

Outcome 2 – Improved community safety, justice and cohesion services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
Interventions are early and effective, preventing domestic abuse, and maximising the safety and wellbeing of citizens, children, and young people affected by domestic abuse.	<p>Deliver the Edinburgh Children’s Services Plan 17/20 actions on child protection.</p> <p>Deliver the Domestic Abuse Strategy and Improvement Action Plan 2017.</p> <p>Deliver the Community Justice Outcomes Improvement Plan 2017/18,</p>	<p>Reporting rates of domestic abuse</p> <p>Satisfaction rates with domestic abuse services.</p>	Safer and Stronger Communities	<p>The Child Protection Improvement Plan (2019-20) included key priorities such as domestic abuse and neglect.</p> <p>Domestic Abuse training is being offered on a fortnightly basis to colleagues, with specialist input via ‘Safe and Together’ for those working directly with victims and perpetrators.</p> <p>Early intervention in domestic abuse is being taken forward with key stakeholders, with a citywide approach expected to be in place for 2021.</p> <p>A Domestic Abuse Policy was approved by the Policy and Sustainability Committee, 14 May 2020. The policy seeks to ensure a sensitive and supportive response to victims, working collaboratively with them to access a range of housing options advice, information and support.</p> <p>Within community justice services, all workers in the Domestic Abuse Service have been trained in the Safe and</p>

Outcome 2 – Improved community safety, justice and cohesion services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				<p>Together Approach, with three awarded accreditation as a Safe and Together Champion.</p> <p>The 'Respekt' Service which mirrors the Caledonian System to address domestic abuse has been established and provides a first language voluntary and court mandated service to Polish men.</p> <p>It also provides a voluntary service to Polish women partners of these men when they are the victim/survivor of the abusive behaviour, and feedback obtained from family members helped by Respekt has been positive.</p>
Improved services for those affected by hate crime and hate incidents in the City. Improved preventative work to reduce hate crime	<p>Deliver the Tackling Sectarianism 2017/18 Action Plan.</p> <p>Deliver the Edinburgh Community Safety Partnership Hate Crime Action Plan.</p>	<p>Reporting rates of hate crime.</p> <p>Satisfaction rates with hate crime services.</p>	Safer and Stronger Communities	<p>Due to the pandemic most of the training for public protection, where possible, has shifted from face to face delivery to virtual/screen-based participation.</p> <p>A Restorative Justice service has been developed and can be offered to adults on statutory supervision who have been</p>

Outcome 2 – Improved community safety, justice and cohesion services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	Deliver the Edinburgh Transport Charter. Improve work in schools, youth clubs and other children and young people's services to prevent hate incidents and crimes.			<p>convicted of a hate crime, and the victim of that offence (or a representative).</p> <p>In community justice services, there has been a large scale roll out of Anti-Discriminatory Awareness Practice Training (ADAPT) for staff.</p> <p>A Transport Charter was developed for Edinburgh to encourage hate crime reporting with the Council writing to local transport providers to enlist their support in tackling hate crime robustly.</p>
Syrian refugees are successfully relocated and have a good quality of life.	Deliver the Syrian Refugee relocation and integration action plan.	<p>Feedback from Syrian refugees on the relocation and integration programme.</p> <p>Number of Syrian refugees in training or employment with 6 months of arrival.</p> <p>Achievement and attainment of</p>	Safer and Stronger Communities / Schools and Lifelong Learning	<p>At the two-year plus mark (of the period of this framework), 47% of households have moved on from initial private sector leased housing into mainstream Council/Housing Association tenancies.</p> <p>The Covid-19 pandemic has had a significant negative impact on resettled refugees' employment status and as restrictions have eased, some have re-gained employment or found other jobs.</p> <p>At the latest point of data collection (early 2021), 18% of those we have</p>

Outcome 2 – Improved community safety, justice and cohesion services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
		children at early years or schools.		resettled who are of working age are in employment, volunteering or studying. For those in employment, the majority are in part-time roles.
Improved services for those affected Female Genital Mutilation (FGM).	National Strategy – Equally Safe: Scotland’s Strategy for preventing and eradicating violence against women and girls.	Reporting rates of FGM. Satisfaction rates with FGM services.	Safer and Stronger Communities	Services have been commissioned from Saheliya and Shakti Women’s Aid for Black, Asian and minority ethnic women, which may include women affected by female genital mutilation (FGM) and honour-based violence. The Equally Safe Edinburgh Committee has clear objectives in its improvement plan linked to increasing its connections and co-production with citizens who are from Black, Asian and minority ethnic groups.
Improved services for those affected by human trafficking and exploitation.	Deliver National Strategy: Scotland’s Trafficking and Exploitation Strategy.	Reporting rates of trafficking and exploitation. Satisfaction rates with trafficking and exploitation services.	Safer and Stronger Communities	Training was delivered to key Council staff to provide awareness of potential signs of human trafficking, reporting mechanisms, and on how to support individuals who may need to access support services. In 2019, the Council were hosts of the Scottish Government Pilot in partnership with Border Force. An online portal

Outcome 2 – Improved community safety, justice and cohesion services

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				<p>'Duty to Notify' was designed to allow collation of non-specific intelligence related to 'soft' reports of suspected Human Trafficking, modern slavery, forced labour, and domestic servitude.</p> <p>Commercial & Procurement Services (CPS), supported the Councils Modern Slavery Commitments which included the continued raising of awareness within CPS and its suppliers.</p>
Improved services for those affected by honour-based violence.	Deliver the National Strategy – Equally Safe: Scotland's Strategy for preventing and eradicating violence against women and girls.	<p>Reporting rates of honour-based violence.</p> <p>Satisfaction rates with honour-based violence services</p>	Safer and Stronger Communities	In addition to the commissioning of Saheliya and Shakti Women's Aid the Equally Safe Edinburgh Committee now has clear objectives linked to increasing its connections and co-production with citizens who are from Black, Asian and minority ethnic groups.
Community engagement, empowerment, and cohesion work across the City is strong and effective.	Develop EaRN and ensure improved engagement with the network by elected members and council senior officers.	EaRN member's feedback	Strategy & Insight - Communities	<p>The Council continues to jointly fund the Equality and Rights Network (EaRN) with NHS Lothian.</p> <p>EaRN has supported the community planning process in the city through representation on a variety of structures such as Local Outcomes Improvement</p>

Outcome 2 – Improved community safety, justice and cohesion services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>Improve the engagement work of Locality Committees through the Locality Improvement Plans with communities of interest.</p> <p>Improve engagement with migrant community groups and respond to concerns.</p> <p>Improve Pupil and Parent Council engagement with communities of interest.</p> <p>Improve engagement work through Registered Tenants Organisations, Community Councils, and other community sector organisations about community cohesion.</p>			<p>Plan Delivery Group and Edinburgh Partnership Board (EPB). This provides a valuable role in ensuring equalities shapes and informs partnership strategic policy, planning and service delivery.</p> <p>Despite some challenges in delivering its full programme due to the pandemic some highlights of EaRN's most recent achievements in 2019-20 include:</p> <ul style="list-style-type: none"> • Supporting the recruitment of over 500 Community Taskforce Volunteers to provide help to vulnerable members of the community and helping to distribute vital information via social media platforms. • Providing support with administration and facilitation Supporting Vulnerable Communities Network steering group. • Supporting the wider Edinburgh Third Sector Interface (TSI) with equalities work through participation in the Children,

Outcome 2 – Improved community safety, justice and cohesion services

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>Improve engagement work with Third Sector groups representing groups of people who share protected characteristics.</p> <p>Adhere to the National Community Engagement Standards when engaging with communities of interest.</p>			<p>Young People and Families Network and internal TSI staff workshops on Equalities.</p> <ul style="list-style-type: none"> • Further increasing their member numbers to 189. • Providing input and representation from member’s perspectives towards the development of the Equalities Outcomes Improvement Framework 2021-2025.

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
Improved outcomes for learners with additional support needs and those sharing protected characteristics.	Deliver the Communities and Families Service Development Plan.	Positive destinations, exclusions, attendance, and achievement data by protected characteristic / additional support needs.	Communities and Families	<p>Support/challenge meetings have been introduced with Headteachers as part of the Edinburgh Learns Framework, with termly meetings to discuss the progress of learners with equity or additional support needs.</p> <p>Quality Improvement Officers continue to support and challenge data with senior leaders. Attainment Reports per school were not available this year due to the pause on gathering summary assessments. The Attendance procedures have been revised and a working group has been convened looking at the implementation.</p> <p>Head Teacher Inclusion Supports is leading the Attendance Strategy with the focus on learners with protected characteristics and additional support needs; work to date includes:</p> <ul style="list-style-type: none"> • Citywide Attendance monitoring system now in place • Attendance short life working group now in place for secondary

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				The collection of exclusions, attendance, and achievement data by protected characteristic/additional support needs which was interrupted by Covid-19; i.e. the data for 2020-21, will now be collected by June 2021 as part of the annual service review.
Reduce the number of children with additional support needs (ASN) who experience school exclusions.	<p>Measure the number of children with ASN who experience exclusions and compare this to those who do not have ASN.</p> <p>Continue to rollout whole school training on ASD</p> <p>Build on our Support For Learning (SfL) teaching staff skillset in our schools through training and networking events.</p> <p>Empower education establishments to</p>	Reduce the rate of exclusion gap between the children who have ASN and those who do not.	Children’s Services	<p>Whole-school Autism Spectrum Disorder (ASD) training continues as rolling programme with schools receiving mandatory update in three-year cycles.</p> <p>The Autism Strategy is currently being reviewed and updated.</p> <p>Support for Learning (SfL) Leader/ Teacher Network Meetings have moved online due to lockdown with an increase in engagement via virtual meetings due to ease of access; training for SfL staff is a key strand within the English Language Learners (ELL) Inclusion Framework.</p> <p>Social Communication, Emotional Regulation, and Transactional Support</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>meet needs through following Included Engaged and Involved policy and related procedures</p> <p>Continue to train staff to use the primary and secondary 'Circle' based learning tools and Early Years 'Up Up and Away' Tool.</p> <p>Continue to train ASL and specialist provision staff in the use of SCERTS and continue to implement SCERTS.</p> <p>Inclusive practice training for all new staff will be mandatory.</p> <p>Continue to deliver a range of evidence-based training for</p>			<p>(SCERTS) training is being offered to all Specialist Provision staff and supporting partners.</p> <p>Inclusive Practice training framework has been developed as part of implementation of Enhanced Support Bases/Wellbeing Hubs in mainstream schools with a phased programme of delivery incorporating a range of evidence-based training.</p> <p>In November 2019 there was a review of flexible and alternative timetables and recommendations from this have informed the strategic plan for attendance workstream.</p> <p>Impact will be measured by the decrease in the percentage of pupils with low attendance and an increase in the number of school leavers progressing into positive destinations.</p> <p>The Additional Support for Learning (ASL) Service has increased the range of pathways available to learners requiring a flexible curriculum with</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>education staff and partners to meet needs of pupils with a range of additional support needs.</p> <p>Work collaboratively with partners to enhance our flexible pathways for children who benefit from a more adaptive/bespoke curriculum.</p> <p>Work with facilities management colleagues to consider inclusive education environments in future school builds.</p>			currently 220 learners across all sectors engaging in these initiatives delivered by the service.
Improved engagement of parent and pupil councils with parents and pupils who share protected characteristics.	Deliver the Communities and Families Service Development Plan	Feedback from pupil and parent Council's about engagement and representation by pupils and parents who share protected characteristics.	Communities and Families	Equalities Groups have been set up in schools to work with coordinators in implementing the revised policy and procedures to help prevent and respond to reports of bullying and harassment incidents.

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	Deliver the pupil and parent engagement plan.			<p>Locality Parent Council meetings have included debates on equalities. The Equalities Steering Group now has a parent representative and its own reference group established.</p> <p>An award in the name of Saroj Lal is planned to be launched for all school pupils to compete to win. The development of all equalities practices will be celebrated, and submissions shared across all schools.</p>
Prejudiced and bullying incidents in schools will be recorded and addressed appropriately so that children feel safe in their school.	Deliver the Communities and Families Service Development Plan.	<p>Number of recorded bullying incidents in schools.</p> <p>Feedback from pupils on bullying behaviour as part of the pupil primary and secondary surveys.</p>	Schools and Lifelong Learning Service	<p>Two-yearly surveys of school pupils now include questions about the extent of bullying and how it has been handled with respondents asked about age, gender, disability and race/ethnicity (for secondary pupils);</p> <p>Schools record bullying and prejudice-based incidents including nature (race, gender, homophobia, sectarianism/faith, disability and transgender) and results are shared widely with managers centrally and within schools. Findings from this data</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				<p>is used to inform the development of strategy.</p> <p>Following extensive consultation, the policy has been further developed and updated for schools to implement with coordinators - both pupil and staff taking this forward in Session 20/21.</p>
<p>Improvement in employability skills and positive destinations for pupils who share protected characteristics.</p>	<p>Deliver the Economic Strategy.</p> <p>Deliver the Communities and Families Service Development Plan.</p>	<p>Number of jobs, apprenticeships or training opportunities identified.</p> <p>Number of young people matched into these opportunities</p> <p>Number of employers contributing to success</p> <p>Skills Development Scotland Participation measure rate</p>	<p>Business Growth and Inclusion / Schools and Lifelong Learning Service</p>	<p>A range of programmes have been delivered to support young people to gain employment, including Project SEARCH, the corporate parenting action plan; the Council's Modern Apprenticeship Programme and the Edinburgh Guarantee.</p> <p>The programmes have been delivered in partnership with 'Developing the Young Workforce' to create placements for school pupils.</p> <p>'Activity Agreements' have been delivered within schools responding to the Scottish Government 'No One Left Behind' initiative.</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				Employer recruitment incentive funding has been provided to support employers to recruit people with barriers to employment.
Pupil Equity Fund (PEF) investment leads to improved achievement and attainment, and health and wellbeing, for pupils who share protected characteristics.	Deliver the Edinburgh Children’s Services Plan 2017/20.	Outcomes recorded as part of PEF investment.	Schools and Lifelong Learning Service	<p>Pupil Equity Funding to schools has been allocated to help close the poverty related attainment gap, enabling headteachers to focus on activities that lead to improvements in literacy, numeracy and health and wellbeing.</p> <p>In the 2020-21 session a request was made for the fund be used to provide (where possible) digital learning devices for targeted pupils.</p>
Children and young people have improved mental health, emotional wellbeing and resilience in schools, and other settings.	<p>Deliver the Edinburgh Children’s Services Plan 2017/20 and recommendations from Child and Mental Health Services (CAMHS) and wellbeing review.</p> <p>Ensure schools meet the Guide to</p>	<p>Primary and Secondary School pupil surveys.</p> <p>Feedback from users of CAMHS.</p> <p>Compliance with guidance and codes of practice.</p>	Schools and Lifelong Learning Service	<p>Primary and Secondary School pupil surveys now include special schools to ensure views of children and young people with a disability are captured.</p> <p>The Scottish Government-funded School Counsellor posts currently being recruited to as at March 2021 - there were 25 posts filled of which some were part-time, with the future aim of</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>supporting transgender young people in school - LGBT Youth Scotland/Scottish Transgender Alliance</p> <p>Ensure Communities and Families achieve the Silver Award in LGBT Youth Scotland Charter Mark.</p>	School inspection reports.		<p>achieving and sustaining a target of between 21 to 23 full time equivalents.</p> <p>There is currently an allocation of additional mental-health funding focused at looked after and care experienced children, including young people and families experiencing particular distress as a result of Covid-19.</p> <p>The 'Building Resilience Resource' has been rolled out to all primary schools and training for mental health and wellbeing to staff across all sectors has been delivered.</p> <p>Support for TYLA (Turn Your Life Around) volunteers has been provided and help has been given to those who have faced Adverse Childhood Experiences (ACES) to help them share their stories with pupils in primary and secondary schools.</p> <p>Supported schools and other settings now have the appropriate licence to allow them to use the range of ACES</p>

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				resilience material to support activities such as discussions and workshops.
The Council's Employability Commissioning Plan has delivered a more inclusive labour market.	Deliver the Communities and Families Service Development Plan. Deliver the Economic Strategy.	Progress Updates Progress reports to the Housing and Economy Committee	Business Growth & Inclusion	As previously covered above via the 'No One Left Behind' initiative employer recruitment incentive funding is now supporting employers to recruit people with recognised barriers to employment. The Edinburgh Guarantee is being re-imagined to be available to all age groups, with a renewed focus on those with barriers to employment rather than focusing on young people only. Funded employability programmes have recorded 1729 engagements supporting people with a disability to prepare for employment since 2017. <i>(21% of all engagements recorded – however individuals may have more than one engagement).</i>
More young people who share protected characteristics take up apprenticeship	Secure City Deal investment in employability services.	Data from apprenticeship providers on take up and completed	Business Growth & Inclusion	Edinburgh Guarantee has worked with employers to advertise opportunities.

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
opportunities in the construction industry.	Implement more housing development and other construction contract community benefit clauses. Deliver the STEM programme in schools.	apprenticeships from young people who share protected characteristics.		Joined up for Jobs (JUFJ) make CEC funded provision and supports clients with protected characteristics, aware of opportunities available throughout the city.
Improved transition services for pupils with disabilities.	Deliver the Edinburgh Children's Services Plan 2017/20.	Feedback from pupils with disabilities and parents / carers on transition.	Business Growth & Inclusion	Edinburgh Project SEARCH has worked with schools to deliver information about the programme, highlighting employment as a destination to pupils. The programme is currently reviewing the material used to ensure it is current and designed to best deliver in a virtual capacity. The programme is delivered in partnership with Edinburgh College to create a pathway from college into employment.
Children's rights are enhanced.	Deliver the Edinburgh Children's Services Plan 2017/20. Deliver the Citywide Restorative Justice	Report on the state of children's rights in the City every three years, in line with statutory guidance.	Schools and Lifelong Learning Service	The first Children's Partnership Children's Rights report makes a series of recommendations about developing children and young people's rights in Edinburgh and covers the period from 2017-20. This report has been drafted

Outcome 3 – Improved education and employability services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
	<p>Learning and Development Programme.</p> <p>Support the work of the Children’s Rights Team and the Rights Respecting Schools Programme.</p>			<p>by a small group comprising representatives from the voluntary sector, police, NHS and the Council.</p> <p>The Council continues to support the UNICEF ‘Rights Respecting School Award’ with 68 primary, 17 secondary, 10 special schools and one Early Years Centre now participating.</p> <p>8 schools have now achieved Gold Status (Rights Respecting); support is in place to help those schools at Bronze level to progress to Silver.</p> <p>Young people participating in ‘What Kind of Edinburgh’ have met regularly and developed actions and workstreams linked to each of the themes in the Children’s Services Plan.</p> <p>This participation is contributing a range of ideas and suggestions about what actions young people would like to see taken to improve a range of policies and outcomes.</p>

Outcome 4 – Improved transport services

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
<p>The City has a road network where all users are safe from the risk of being killed or seriously injured and its citizens have access to healthier and safer travel options.</p>	<p>Deliver the Local Transport Strategy.</p> <p>Deliver the Public and Accessible Transport Action Plan.</p> <p>Deliver the Additional Support Needs and Adult Transport Action Plan</p>	<p>Feedback from passenger surveys from users who share protected characteristics</p>	<p>Transport</p>	<p>City Mobility Plan (approved in February 2020) as the new Local Transport Strategy was consulted on with widespread support for its proposals to enhance the public transport network and active travel networks whilst looking to manage private vehicle use and space it occupies in the city. This includes for the use of digital technology for through ticketing and accessible pricing.</p> <p>Choices for City Plan sets out options for higher density development, a higher level of affordable homes provision and development design with an active travel priority - as the basis for new City Plan policies - to deliver more resilient, sustainable mixed-use neighbourhoods with better local facilities and public transport.</p>
<p>Taxis and Private Hire Cars provide a safe, convenient, and accessible service to those who share</p>	<p>Ensure the licensing service monitors the quality of service provision by taxi</p>	<p>Number of taxi complaints recorded and number of resolutions by people</p>	<p>Licensing</p>	<p>The licensing service monitors complaints closely to identify any pattern or trends which emerge from complaints received. Where a pattern is identified targeted advice or</p>

Outcome 4 – Improved transport services

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
protected characteristics.	companies and taxi drivers.	who share protected characteristics.		<p>enforcement activity is undertaken to deal with that issue.</p> <p>Work has been carried out to highlight to the taxi trade the importance of ensuring that customers using wheelchairs are not disadvantaged by drivers declining jobs or not providing proper assistance to these passengers.</p>
Transport options are accessible to all regardless of protected characteristic.	<p>Deliver the Local Transport Strategy.</p> <p>Deliver the recommendations from the review of community accessible transport and transport to and from home to school / HSC centre.</p>	<p>Percentage of the Lothian Bus fleet which is accessible to both buggies and wheelchairs.</p> <p>Numbers of incidences of use of community accessible transport, and satisfaction with those services.</p> <p>Feedback from users of home to and from school / HSC centre</p>	Transport	City Mobility Plan (as the new Local Transport Strategy) was consulted on and there was widespread support for its proposals to enhance the public transport network and active travel networks, whilst looking to manage private vehicle use and the space it occupies in the city. This includes for the use of digital technology for through ticketing and accessible pricing.

Outcome 4 – Improved transport services

What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
The Transport Charter Action Plan has been delivered and people feel safe on public transport.	<p>Deliver the Transport Charter Action Plan.</p> <p>Deliver the Edinburgh Community Safety Partnership Hate Crime Action Plan.</p>	<p>Feel safe and secure while using public transport is increased.</p> <p>Feel confident reporting a hate crime or any other prohibited conduct on public transport is increased.</p> <p>Report a hate crime on public transport and are satisfied with the service they receive from transport providers is increased.</p>	Safer and Stronger Communities	<p>A Transport Charter was developed for Edinburgh; encouraging transport providers to help ensure that passengers feel safe travelling and that procedures are in place to address hate crime on public transport.</p> <p>The Council liaised with transport providers to raise awareness of the Charter so that passengers are encouraged to report hate crime.</p>
Improved communication and information about transport services and options for people who share protected characteristics.	Deliver the Lothian Buses Passenger Information Strategy.	Feedback from citizens about transport options and services	Transport – Lothian Buses	Lothian Buses have appointed a dedicated Accessibility and Inclusion Officer role and work is progressing towards delivery of an updated Accessibility Review and accordant Action Plan.

Outcome 5 – Improved social security and household income maximisation services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
Citizens who share protected characteristics maximise their potential incomes and mitigate the negative impacts of welfare reform.	Deliver the Welfare Reform Plan and provide regular reports on impacts: Welfare Reform – Update – Quarterly reports to Corporate Policy and Strategy Committee	Data from welfare rights and customer services	Customer	<p>Customer Services have appointed a manager to lead on welfare reform and have trained our own staff.</p> <p>Briefings and detailed training has been provided on welfare reform to a wide range of stakeholders, to enable them to support citizens through the implementation phase (of the Welfare Reform Plan) and beyond.</p> <p>The engagement has included Private Sector Landlords, a key group in terms of addressing risks of becoming homeless.</p> <p>Monitoring will be carried out across the Council to demonstrate how services are responding to welfare reform.</p> <p>In 2020, the Welfare Reform Manager remains in place as a separate role to support this activity. Whilst direct support has not been possible in schools (due to the pandemic) the various Welfare Reform group meetings have continued virtually.</p>

Outcome 5 – Improved social security and household income maximisation services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				<p>The Council is working with partner agencies to address poverty such as Nourish Scotland, NHS Scotland, Scottish Government, and Poverty Commission, to maximise income and mitigate impact of welfare reform,</p> <p>Working continues between Customer and external advice services funded through the Council/IJB.</p> <p>There is regular reporting to the Council's Policy & Sustainability committee regarding welfare reform with statistics provided on numbers assisted.</p>
Advice services for people who share protected characteristics are accessible and effective.	Deliver the advice services review recommendations.	Data from welfare rights and customer services	Customer	<p>The Council's Customer Division continues to work with Advice Services to share data and support citizens seeking advocacy adopting collaborative approaches on casework.</p> <p>Following a review of Advice Services, funding has been streamlined and there is now a city-</p>

Outcome 5 – Improved social security and household income maximisation services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
				<p>wide approach to grant funding led by Health and Social Care. This is helping identify gaps and duplication to be addressed.</p> <p>The Advice Review continues and the accessibility and effectiveness (at time of reporting) have yet to be measured by user feedback.</p>
Improved services to tackle household debt for citizens who share protected characteristics.	<p>Deliver the advice services review recommendations.</p> <p>Deliver customer debt management services as part of Council Customer Services.</p>	Data from welfare services on access and satisfaction by citizens who share protected characteristics.	Safer and Stronger / Customer	<p>The Advice Service continues to support citizens by identifying entitlements towards maximisation of income by adopting single financial assessments.</p> <p>Other improvements include provision for individuals with no recourse to public funds and actively identifying citizens with entitlements.</p> <p>The service has also made applications easier for citizens by providing additional online access.</p>
People who share protected characteristics have	Deliver the Edible Edinburgh Strategy and	Edible Edinburgh – Annual progress report to Corporate	Property and Facilities Management	The Council's 'Discover' Holiday activity programme has provided an excellent opportunity to not only

Outcome 5 – Improved social security and household income maximisation services				
What success looks like	What we will do to achieve success	How we will measure success	Service owner(s)	Progress to date
access to affordable food and energy.	Sustainable Energy Action Plan (SEAP).	Policy and Strategy Committee SEAP – Annual progress report to Corporate Policy and Strategy Committee	Service / Strategy and Insight	<p>provide lunches to those who require it over holidays, but additionally seeks to provide opportunities for learning, play and signposting for parents and carers to access other council services.</p> <p>‘Discover’ also provides support and advice on income maximisation, benefits, home energy efficiency, small grants, housing issues and employability skills have all formed part of its overall offer.</p> <p>Numbers for ‘Discover’ and venues continue to grow year on year as we attempt to capture all those who require these types of services.</p>
The Scottish Government and the Council have effective partnership working to deliver high quality social security services.	Engage regularly with the Scottish Government on the implementation of devolved benefit programmes.	Progress reports	Safer and Stronger	The Council has engaged extensively with the Scottish Government and the Department of Work and Pensions (DWP) to support the introduction of the Scottish Social Security Agency, to influence policy and highlight problems emerging for citizens and councils

Accessibility

This document is available on the Council's website:
www.edinburgh.gov.uk and in other formats from:
its@edinburgh.gov.uk

Policy and Sustainability Committee

10:00am, Tuesday, 20th April 2021

Equality and Diversity Framework 2021-2025

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Note the content of this report which summarises how the Council meets its specific equality duties under The Equality Act 2010.
- 1.2 Approve the Equality and Diversity Framework 2021-2025 which sets out the Council's equality outcome themes and mainstreaming actions over four years.
- 1.3 Approve the outcomes which have been proposed for year 1, reflecting the intention for the framework to be adaptable to emerging priorities.
- 1.4 Note that consideration is being given to the capability and capacity needed to support progress with the framework as part of planned organisational change activity.

Andrew Kerr

Chief Executive

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Equality and Diversity Framework 2021-2025

2. Executive Summary

- 2.1. This Committee report sets out how we meet our equality duties under The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- 2.2. The Council has developed a new Equality and Diversity Framework 2021-2025 which includes a new set of equality outcomes and mainstreaming actions across key areas of the Council's work. The Framework aligns these with the Business Plan 2021-2024 and is a key supporting document that will inform the Business Plan delivery programme.
- 2.3. Evidence gathering and involvement from stakeholders and a public consultation informed the development of the outcomes and mainstreaming actions. The Council worked with partners across Lothian to ensure a shared approach to benefit citizens and ensure collective efficiency through our collaboration.
- 2.4. This report presents the new Equality and Diversity Framework 2021-2025 and describes the next steps for implementation and monitoring.

3. Background

- 3.1. The Policy and Sustainability Committee approved a motion on 11 June 2020 to reaffirm Edinburgh Council's commitment to leadership of Scotland's capital city anchored in equality, inclusion, fairness, tolerance and diversity; to reaffirm there was no place for racism, prejudice, discrimination, intolerance and hate in Edinburgh; and that there should be no place for it anywhere against anyone and to reaffirm the commitment to ensure the Council treats all people equally and with fairness.'
- 3.2. The Edinburgh City Vision 2050 acknowledged that citizens of Edinburgh said they want Edinburgh to be: Thriving, Welcoming, Fair and Pioneering. This means being inclusive, affordable and connected.
- 3.3. Wellbeing and equality is one of three priorities in our Business Plan setting a clear direction for the work to follow.
- 3.4. The Equality Act 2010 and corresponding Scottish specific duties provide a legal backdrop to implement these commitments.

- 3.5. The new Equality and Diversity Framework 2021-2025 sets out how the Council (and the Education Authority – which is regarded as a separate listed public authority) is meeting its legal duty under The Equality Act 2010 to prepare and publish a set of equality outcomes that will enable it to better perform the general equality duty. It also sets out our mainstreaming equality actions. These actions reflect activity to integrate equality into the day to day working of the Council.
- 3.6. Since the introduction of the previous Framework 2017-2021, the organisational approach to equality has changed to separate elements related to the workforce from those related to citizens has been split. This report provides a comprehensive overview of both of these. The underlying legal requirements in respect of citizens and as an employer are unchanged:
- Gather and consider evidence and involve those who share protected characteristics and those who represent their interests
 - Publish equality outcomes (every 4 years)
 - Mainstream the equality duty
 - Undertake impact assessment
 - Consider award criteria and conditions in procurement
 - Gather and use employee information
 - Publish gender pay gap and equal pay statements
 - Publish progress every two years (in a way that is accessible)
- 3.7. These specific duties ultimately help us to meet our general equality duty to eliminate discrimination, advance equality of opportunity and foster good relations.

4. Main report

Working with partners

- 4.1. Adopting a partnership approach was politically approved in the interim progress report 2019 to Corporate Policy and Strategy Committee. Our partners include City of Edinburgh and Midlothian Education Authorities, NHS Lothian, West Lothian and Midlothian Council, Midlothian and East Lothian Health and Social Care Partnerships. Council Officers also worked closely with the Edinburgh Health and Social Care Partnership and the Edinburgh Licensing Board.
- 4.2. This partnership focused on establishing a shared set of principles and outcome themes and a consistent, coherent approach to bringing tangible improvements to the lives and experiences of people in Edinburgh and the Lothians.
- 4.3. The Equality and Rights Network (EaRN), funded by The City of Edinburgh Council and NHS Lothian, played a significant part in developing of the outcomes and through networking with their members to get feedback from as wide a range of

stakeholders as possible, adapting its methods for lockdown and to ensure that hard to reach groups had as much opportunity as possible to contribute.

Evidence gathering and Involvement

- 4.4. Partners used the Equality and Human Rights Commission's (EHRC), '[Is Scotland Fairer 2018](#)', as the basis for developing the framework. EHRC's review spanned all areas of life: education, work, living standards, health, justice and security and participation in society. These topics provided the starting point for our framework, with the themes and outcomes shaped, refined and prioritised through discussion with stakeholders, public consultation and engagement, and taking account of EHRC's [guidance](#) to support prioritisation.
- 4.5. An [online consultation](#) was open from 3 November to 22 December 2020, to find out what was important to citizens and to help shape mainstreaming equality actions. A total of 257 responses were submitted, 69% relating to the City of Edinburgh.
- 4.6. Extended social distancing measures meant that most engagement activity was online, with additional methods including paper versions of the consultation, a child-friendly survey, BSL videos and interpretation and translation available on request.
- 4.7. Awareness and engagement with the consultation were supported through social media, staff groups and networks and community and representative organisations to raise awareness of the consultation. Engagement continued throughout the development of the outcomes, with feedback sought on draft outcomes and any implications for service delivery and protected characteristic groups.

Mainstreaming the equality duty into the Council decision making process

- 4.8. The Framework provides an overview of the main actions that the Council is committed to taking to mainstream equality rather than a comprehensive overview. It reflects the focused approach to equalities and the work done with partners and staff in decisions concerning the reopening and redesigning of services following the Covid-19 pandemic.
- 4.9. The actions are structured around five themes:
 - Inclusive communities
 - Accessing facilities and support
 - Having a warm and affordable home
 - Improved health, wellbeing and attainment for young people
 - Diverse and inclusive workplace
- 4.10. For each of these five themes, a priority outcome has been agreed through the consultation and engagement process for the first year.

Duty to publish equality outcomes

- 4.11. The development and publication of the Council's equality outcomes furthers our duty to eliminate discrimination, advance equality of opportunity and foster good relations (public sector duties). These outcomes describe what difference the Council expects to make for our citizens and staff, specifically those who share protected characteristics. The outcomes aim to bring practical improvements in the life chances of those who experience discrimination and disadvantage. Building on the evidence gathering and engagement activity described above, some of our outcomes have been established to reflect the term of this framework and some outcomes are deliberately specific in order to create focus in the first year and establish clear measures. All outcomes and mainstreaming actions are aligned with the Business Plan.

Duty to assess and review policies and procedures

- 4.12. The Council uses an Integrated Impact Assessment (IIA) to meet the requirements of the Equality Act 2010, human and children's rights conventions, Fairer Scotland Duty 2018 and the Climate Change (Scotland) Act 2009.
- 4.13. The IIA process incorporates equality, rights, economic and carbon impact assessments as an integral part of its decision-making process enables the Council to identify and address any unintended consequences of its decisions.
- 4.14. This is to ensure Elected Members and senior Council officers have enough information to be able to ensure the Council is meeting its legal responsibilities when making decisions at Council committees.
- 4.15. Activities to ensure that the IIA process remains fit for purpose and is effectively used and supported include:
- participating in the IIA quality assurance group with our partner agencies (NHS Lothian, other Lothian local authorities and Health and Social Care Partnerships),
 - reviewing the process as required, for example, to strengthen the environmental/sustainability element to support the sustainability priorities and to respond to the requirements of the Fairer Scotland Duty
 - providing joint IIA training for staff with our partner agencies and provide support for Equality, Diversity and Rights Advisors across service areas
 - carrying out a cumulative IIA on budget proposals each year, to inform the decision of the full Council
 - using findings from the process to inform plans and strategies, for example, the cumulative IIAs of decisions taken by the Council Incident Management Team (CIMT) in response to the COVID-19 pandemic have been used to support the Council's recovery plan.

Award criteria and contract conditions in public procurement

- 4.16. The Equalities Framework sets out how the Council's Sustainable Procurement and Commercial Strategy 2020-2025 supports the requirement to having due

regard equalities duties in the awarding grants and contracts through requirements including:

- Carrying out an IIA at an early stage for procurement exercises with a total value of over £50k
- Incorporating equalities considerations in all tender documents from the planning stage to contract award
- The terms and conditions of Council contracts require service providers and any sub-contractors to deliver services in a non-discriminatory way that ensures fairness and equality to all users of the services
- Require organisations in receipt of Council grants to commit to mainstreaming equality and rights in accordance with the [Equality Act 2010](#), in employing staff and volunteers and in providing services
- Using the 'Cenefits' system to monitor community benefits to help to ensure that those with protected characteristics benefit

Employment

4.17. The Council has duties arising from the [Equality Act 2010](#) which require the Council to publish gender pay gap information and to gather and use employee information. The Council's actions in these areas include:

- Monitoring diversity and inclusion in recruitment and selection policy, paying attention to occupational segregation
- Monitoring the make-up of the workforce in terms of age, sex, ethnic background, sexual orientation, gender re-assignment, religion or belief, and disability
- Using the monitoring data to inform actions to ensure equality in respect of pay gaps relating to sex, disability and race, occupational segregation and the availability of part-time and flexible working arrangements
- Actively participate/benchmark with government and industry
- Work with subject matter experts and organisations, and continue to work in partnership with the Council's Diversity and Inclusion focus group on this agenda.

4.18. The Council's most recent Equalities, Diversity and Workforce Dashboard is shown in Appendix 1 of the Equalities Framework. It summarises the composition of the current workforce by sex, race, disability, religion or belief, marital status, sexual orientation and age. An extensive equalities data gathering campaign was launched earlier this year with the aim of significantly increasing the level of data provided by colleagues in key areas such as religion and belief, and sexual orientation.

- 4.19. The Council's most recent [Policy statement on equal pay](#) was published in October 2020 and the most recent profile of workforce grade and equality groups is shown in Appendix 1 of the Equalities Framework.
- 4.20. We have developed and published a Diversity and Inclusion Strategy and associated Action Plans (2019-2020 and 2020-2021). The campaign to support this work is
- 4.21. The Council's [Diversity and Inclusion Strategy](#) and [Action Plan 2020-2021 is supported by #inclusivedinburgh, a campaign to](#) develop respect and equality in the workplace.

5. Next Steps

- 5.1. The Framework will be implemented by an operational equalities working group which will be responsible for the implementation plan and will report to the equalities working group. Elected member oversight will be through annual reporting to Policy and Sustainability Committee.
- 5.2. The Council has a duty to report progress on implementation of the framework every two years. An interim progress report is due by 20 April 2023. A final progress report along with a new Framework is due by 20 April 2025. Annual reports on performance against the Business Plan will also provide some information on our mainstreaming equality actions.
- 5.3. However, the Scottish Government is reviewing the specific duties contained in the regulations for The Equality Act, which may change reporting requirements.

6. Financial impact

- 6.1. While the staffing resource to establish this strategic framework is in place, there is a recognised need in the Framework for improved capability and capacity to support the organisation. As such, consideration is being given to this requirement in forthcoming organisational change activity.

7. Stakeholder/Community Impact

- 7.1. An [Integrated Impact Assessment](#) has been published. [Consultation](#) with citizens and engagement with staff have been integral to the development of the Framework. The list of stakeholders who were contacted to support the consultation process through their own networks is shown in Appendix 2. Service areas will continue to engage stakeholders in the work that they do. This engagement has helped to ensure the outcomes and mainstreaming actions identified reflect the views of citizens. We have also ensured these are aligned to our strategic business plan. Equalities will remain a key focus in the development

of Adaptation and Renewal programmes as equality principles are embedded throughout.

- 7.2. The development of the Framework and outcomes gives rise to no identified significant carbon or sustainability issues. However, implementation of the Framework will advance equality, eliminate discrimination and foster good relations as set out in the general duty of The Equality Act 2010.

8. Background reading/external references

- 8.1. [Equality, Diversity and Rights Framework 2017 – 2021](#)
- 8.2. [Corporate Policy and Strategy Committee report 26th Feb 2019 Equality, Diversity and Rights Framework 2017-2021 – Progress Report for 2017-2019](#)
- 8.3. [Policy and Sustainability Committee report 23rd July 2020 in response to motion - Black Lives Matter](#)
- 8.4. [Integrated Impact Assessment](#)

9. Appendices

- 9.1 Appendix 1 – Equality and Diversity Framework 2021-2025
- 9.2 Appendix 2 – List of stakeholders contacted to support the consultation



Equality and Diversity Framework 2021-25

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Foreword

The Covid-19 pandemic has brought huge challenges to the city and to the Council, but also valuable lessons as to how we can better deliver services to the people of Edinburgh.

It has highlighted the spirit, energy, kindness and creativity of our communities and the benefits of more flexible and innovative approaches to reaching and supporting them. It has also, sadly, magnified the existing disadvantages that some groups face for reasons including their age, gender, race or experience of poverty.

We recognise that to meet our 2050 Vision of being a sustainable, fair and thriving city, we must build back better, holding on to the many positives of our collective response to the crisis. This will include structuring and delivering our services differently and working with communities, including equality groups, to consider the needs of all our residents

In phasing the reopening of services, we'll prioritise our most vulnerable residents and those most disadvantaged by the pandemic, whether that be through isolation, abuse or threat, poverty or exclusion from a lack of access to greenspaces or online resources.

We want this framework to underline our commitment to these communities – be that through investing in safer, inclusive and more affordable communities; ensuring our services are welcoming and accessible to all; or making improvements to how we work and engage with our colleagues and as well as our residents.

We're living through times with an ever sharper focus on equalities and inclusion, through debates on gender neutrality, Black Lives Matter, the representation of race in our public spaces, the Me Too movement and the safety of women in our public spaces. Communities' expectations of the

Council and other public bodies have rightly been raised, and we'll continue to do our best to understand and address these challenges.

This framework was developed in partnership with NHS Lothian, Midlothian Council, West Lothian Council, Midlothian Health and Social Care Partnership and East Lothian Integration Joint Board. This reflects our shared commitment to prioritising and addressing inequality while recognising that residents often rely on support from across our range of services.

Together, we're committed to improving equality, inclusion and diversity across Edinburgh.

Councillor Adam McVey
Leader of the Council

Councillor Cammy Day
Deputy Leader of the Council

Andrew Kerr, Chief Executive

Background

This Equality and Diversity Framework for 2021-25 sets out the Council's ambitions to advance equality and promote diversity. It sits within the wider strategic framework of:

- [Edinburgh's 2050 Vision](#)
- Council Business Plan 2021-2025, which is structured around three themes: poverty, sustainability, and wellbeing and equality
- the three priorities of the Edinburgh Partnership's [Local Outcome Improvement Plan](#): enough money to live on, access to work, training and learning opportunities, and a good place to live.

This framework responds to the 'Public Sector Equality Duty', which forms part of the Equality Act 2010 and has the following components:

- eliminate unlawful discrimination, harassment, and victimisation
- advance equality of opportunity between people who share a protected characteristic
- foster good relations between people who share a protected characteristic and those who do not.

There are new legislative requirements and policy changes since the Equality Act 2010, including The Fairer Scotland Duty, introduced in 2018, Child Poverty (Scotland) Act (2017) and others directly related to human rights. These have been built into the planning and implementation of actions to deliver the equalities outcomes.

A brief overview of Edinburgh's population

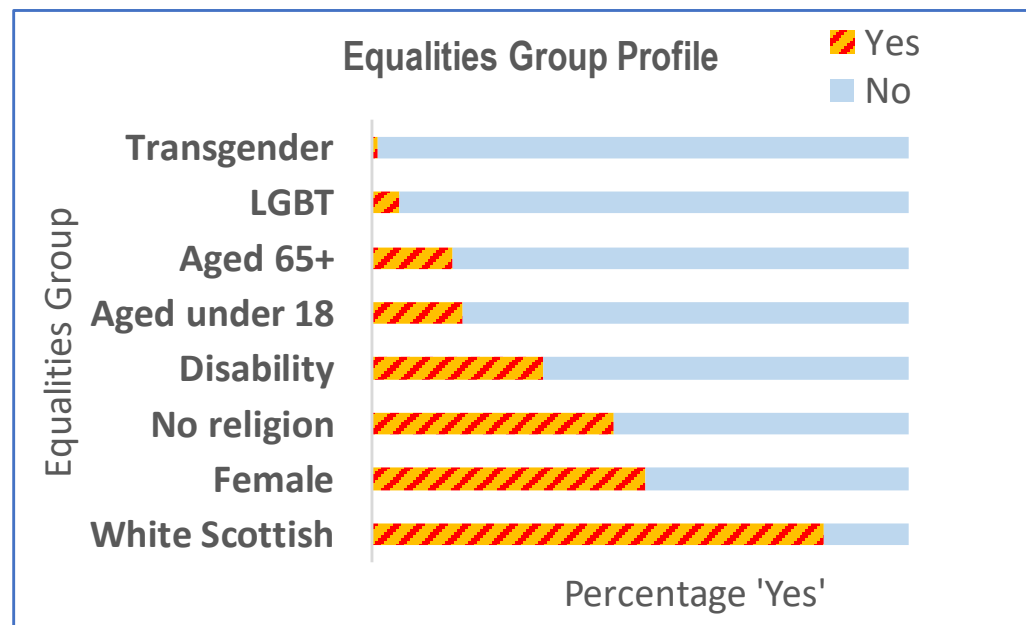
Edinburgh has a population of around 525,000 people of whom¹:

- 51% are female
- 17% are aged under 18 years
- 15% are aged 65 years or over
- 84% are white Scottish
- 79% were born in the UK
- 5% are lesbian, gay or bisexual
- 1% are transgender
- 32% have a disability
- 45% have no stated religion.

Note: this equalities group profile data is presented visually in the bar chart diagram.

Edinburgh is the wealthiest city in Scotland. However, we estimate that almost 78,000 people are living in [relative poverty](#), representing some 15% of the population and as many as 1 in 5 children. Lone parents, nine in ten of them women, disabled people, carers, and Black, Asian and minority ethnic families are more likely to be in poverty than others in the city.

'End Poverty in Edinburgh: Delivery Plan 2020-30' details how the Council is [responding to poverty over the next ten years](#).



¹ Sources: GRO(S) Mid-Year Population Estimates, 2019; 2011 Census; <http://www.equalityevidence.scot/>

The Equalities Framework

This is the Equality and Diversity Framework for the City of Edinburgh Council and the Edinburgh Education Authority, covering the period 2021-25. Its key purpose is to make a tangible difference to the lives of citizens who share protected characteristics, bringing practical improvements to the life chances of people at risk of discrimination and disadvantage.

The framework has been developed during the Covid-19 pandemic and shaped by the challenges, experiences and learning that the crisis has brought.

Covid has magnified the disadvantages faced by some groups of people, reflected in the wide variation in infection rate, health outcomes, economic and social effects of the virus. Equalities groups at higher risk of disadvantage include older people, through digital exclusion and loneliness; women, through domestic abuse and being more likely to have taken on domestic and caring responsibilities; women from a Black, Asian and Minority Ethnic (BAME)

background also face technology, language and literacy barriers.

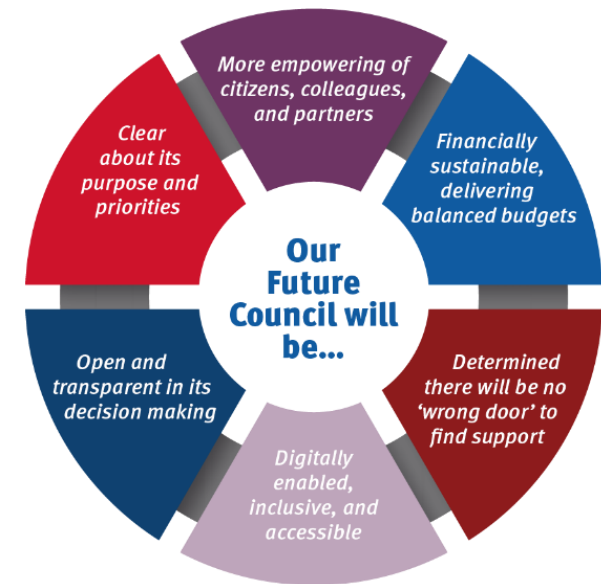
We recognise that to meet the vision for 2050 of a sustainable, fair and thriving city, we must plan the recovery from Covid to build back better. The Council's Business Plan sets out how we will do this, focusing on three priorities:

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

These priorities are inter-connected and inter-dependent - poverty is more prevalent among groups including women, young people, people from a BAME background and people with disabilities; and measures to progress towards net zero done well can ensure the city makes a just transition and addresses issues such as fuel poverty.

Our equalities framework underpins the Business Plan by setting out how we

will shape, prioritise and mainstream our actions so that they meet the needs of all of our citizens and all of our colleagues. It also provides focus with specific outcomes which meet our equality duty and hold us accountable. It uses a three-lens approach. It describes what we will do for our citizens, our colleagues (who can also be citizens) and for the city as a whole.



Developing the framework

The equalities framework was developed with partners² with the aim of establishing a shared set of principles and outcome themes and a consistent, coherent approach to bringing tangible improvements to the lives and experiences of people in Edinburgh and the Lothians.

Partners used the Equality and Human Rights Commission's (EHRC), '[Is Scotland Fairer 2018](#)', as the basis for developing the framework. EHRC's review spanned all areas of life: education, work, living standards, health, justice and security and participation in society. These topics provided the starting point for our framework, with the themes and outcomes shaped, refined and prioritised through discussion with stakeholders, public consultation and engagement, and taking account of EHRC's [guidance](#) to support prioritisation. The online consultation was open from 3 November to 22 December 2020 and welcomed

feedback from people with a variety of life and personal experiences.

The framework sets out the actions that the Council will take over the next four years to meet its duties under the Equality Act.

These actions mainstream equalities into the day to day work of the Council making equalities a component of all of its activities. In doing so, we recognise that the intersection of different protected characteristics contributes to people's unique experiences, for example, of intersectional discrimination. To meet the needs of our citizens we will respect all aspects of these identities and provide a person-centred approach wherever possible.

The actions are structured around five themes, shown below. For each of these, a priority outcome has been agreed through the consultation and engagement process for the first year.

The four-year framework will be used in a way that is iterative, responsive to priorities as they emerge through continued engagement with partners

and communities. The priorities set for the first year will be reviewed for year two and beyond.

Equalities themes and outcomes

The five themes and priority outcomes for year 1 are:

Inclusive communities:

- People at risk from harm through poverty and deprivation, hate crime or discrimination, violence against women, children and young people, or of becoming involved in crime, are protected and supported
- Year 1: Museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area

Accessing facilities and support:

- People can access the facilities and support they need within their communities
- Year 1: stakeholders experience easier access to services through

² Midlothian Council, West Lothian Council, NHS Lothian, Midlothian Health and Social Care Partnership and East Lothian Integration Joint Board

increased digital inclusion and alternative access to services.

Having a warm and affordable home:

- Increasing the availability of affordable homes, making sure that they meet people's needs, making heating more affordable and making the process of applying for a home easier.
- Year 1: stakeholders at risk of homelessness are enabled to access suitable accommodation on leaving hospitals or prisons

Improved health, wellbeing and attainment for young people:

- Increasing the life chances of all young people by increasing attainment at school
- Year 1: Children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents.

Diverse and inclusive workplace:

Spanning all protected characteristic groups

- Year 1: A more diverse and inclusive working environment is experienced by colleagues who

share protected characteristics and colleagues are supported by an inclusive workplace culture and feel confident to challenge prejudice-based behaviours

- Year 1: Colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.

To meet this ambition, we will enhance the level specialist skills and knowledge within the organisation to match other leading public bodies, recognising that this is vital for delivering on the ambitions of the framework.

You can see the [Integrated Impact Assessment](#), which was carried out on the framework, on the Council's website.

Monitoring progress

The Council is developing a new framework which will integrate planning and performance and provide a clear link between our Business Plan, key strategies, annual service plans and the underlying performance framework including benchmarking. The framework will be underpinned by a cycle of 'plan, do, check and review and act' at all levels of service and will drive a culture of continuous improvement. The equalities framework will sit within this performance framework.

Each of the themes and outcomes sections below includes a brief summary of the types of indicators or measures which could be used to monitor progress with the implementation of this framework. These will continue to be developed and refined along with the Council's wider performance framework.

Theme 1. Inclusive Communities

This theme is about safe, welcoming and more inclusive communities, enhancing the equality and diversity of our city.

Building on our experience of Covid, public health is a key feature of this work. We know that black and ethnic minority communities, women, disabled people and older people became disproportionately more vulnerable due to existing health conditions, roles in work, caring responsibilities and risks of redundancy or furlough.

The safety of our public realm is a key component of this strand of work and in particular ensuring that race and gender-based violence within our communities and public spaces is addressed.

The actions therefore address the risks and disadvantages that groups of people face because of their age, gender, race or through poverty, from hate crime, violence or discrimination.

Within this, the consultation identified an additional priority outcome for the first year of the framework: museum stakeholders, visitors and staff perceive greater fairness,

representation and justice in their communities and local authority area.

The Council is delivering a wide range of actions to address poverty and community safety. The specific groups of people that these actions are intended to benefit are women, children and young people, people from a BAME background, adults who are vulnerable and people experiencing poverty and disadvantage. This is not exclusive however, as it is recognised that people from across the population, out with these specific groups also can face discrimination, verbal abuse and violence.

Actions taken under this theme progress the general duty of fostering good relations.

Mainstream actions

Tackling the key cross cutting themes of poverty and deprivation is central to the [Edinburgh Partnership](#)'s work and essential to building safer and more inclusive communities in Edinburgh. Reducing poverty and entrenched inequality requires sustained

collaborative effort, including gaining the confidence of disaffected and marginalised groups, and the scale of the challenge is likely to have intensified as a result of the COVID-19 pandemic.

Edinburgh's [Community Justice Outcomes Improvement Plan \(2019-22\)](#) sets out a programme of work to improve outcomes for services users in the justice system. For example, a Restorative Justice Service has been developed and where appropriate, adults on statutory supervision who have been convicted of a hate crime and the victim of the offence, may be offered the opportunity to participate in the process. An ongoing programme of Anti-Discriminatory Awareness Practice Training (ADAPT) supports this work.

Community Justice services is also working to embed the recently developed Respekt Service which mirrors the [Caledonian System](#) to address domestic abuse. It provides a first language voluntary and court mandated service to Polish men and a voluntary service to the Polish women

partners when they are victims/survivors of the abuse.

In 2020, the Equally Safe Edinburgh Committee (ESEC) rolled out a three-year improvement plan to prioritise the delivery of integrated, high quality responses to violence against women, children and young people. The Equally Safe Plan has actions to build and improve the infrastructure to ensure women and girls thrive, including promoting gender equality, supporting women's safety and rights and educational input to schools.

The Council's Criminal Justice Social Work Services direct actions include:

- providing domestic abuse services for women, children and male perpetrators
- providing gender specific services for example the Willow Service – for women who experience gender-based violence
- providing training across the City of Edinburgh Council and Third Sector partners in relation to gender-based violence including domestic abuse and complex trauma;
- attending multi-agency risk assessment conferences, focusing

on women and children at risk from domestic abuse.

The Council also has information for people at risk of gender based violence on their [website](#), including men who experience abuse in their relationships.

A new [Domestic Abuse Housing Policy](#), published in 2020, ensures a sensitive and equitable approach to finding suitable housing solutions for victims of domestic abuse. Implementing a collaborative, early intervention response to domestic abuse, victims are supported to access a range of housing options, advice, information and support.

Edinburgh's [Community Safety Strategy \(2020-23\)](#) contains priority workstreams to both reduce the likelihood of children and young people engaging in harmful or offending behaviour, and to improve digital safety to safeguard those most at risk from online harm, particularly children, young people, and vulnerable adults. Additionally, a Community Improvement Partnership is working to support minority groups disproportionately impacted by homelessness and engaged in street begging; this includes delivering outreach programmes to advise on a

range of practical supports available relating to housing, welfare and benefits.

Future work

To complement the ongoing work described above, a short life working group will be established to explore how key equalities themes are being progressed within existing strategies so that any gaps in the Council's work to mainstream equalities can be identified and addressed.



Actions to support the priority outcome

The priority outcome for the first year of this framework is that museum stakeholders, visitors and staff perceive greater fairness, representation and justice in their communities and local authority area.

The independent Edinburgh Slavery and Colonialism Legacy Review Group will review features in the public realm such as our statues, public buildings and street names which commemorate those with close links to slavery and empire. It will then propose a series of recommendations to redress this legacy.

As well as dedicating resource and support for the Review Group, the Council's Museums and Galleries Service has made [a commitment to an anti-racism pledge](#).

It commits to:

- celebrate the creative contribution that people from a BAME background and people with protected characteristics make;
- review practice so that colonial language, values and narratives are challenged in interpretation, research and documentation throughout exhibitions, venues, collections, programming and digital media;
- develop a core of anti-racist practice and language and deliver training including unconscious bias and white privilege for front of house staff and curatorial staff;
- build and extend connections with communities, expanding the diversity of exhibitions and programming and highlighting further BAME histories;
- review representation across the workforce and develop a staff Inclusion Working Group to develop equalities policy;

- provide opportunities for people from a BAME background, migrant and refugee communities to gain work experience through internships, shadowing and volunteering placements as well as through partnership projects to increase their abilities to secure employment opportunities.

Performance

Performance measures are under development and will include:

- research into museum staff, stakeholder and visitor perceptions to establish robust baseline data;
- other measures to be developed following the conclusion of the Edinburgh Slavery and Colonialism Legacy Review;
- outcomes of targeted restorative/community justice supports.

Theme 2. Access to facilities and support

The focus of this theme is to improve the accessibility of buildings, services and communication, so that they can be used by everyone. This ranges from developing community hubs so that key services can be accessed locally, making sure that facilities and health and safety arrangements within buildings are suitable for people with disabilities, and supporting digital inclusion.

The Covid pandemic highlighted the disadvantages faced by people who do not have access to digital resources and local facilities. Disabled people, older people, and children and young people experiencing poverty were more likely to have difficulty in accessing a device, accessing digital content or having the necessary digital literacy skills.

The priority outcome for the first year of this framework is therefore that stakeholders experience easier access to services through increased digital inclusion and alternative access to services.

The range of actions currently planned or underway is described below. The

groups of people that these actions are intended to benefit are older and younger people, people whose first language is not English, people with disabilities and people experiencing poverty.

Actions progress the general duty of eliminating discrimination and advancing equality.

Mainstream actions

Accessibility in the built environment

Accessibility spans access to and within buildings, the provision of fire escape refuges and visual and audible alarms, and the numbers and sizes of accessible facilities including toilets.

Every new building or building undergoing renewals or upgrades has to demonstrate accessibility (including visual and acoustic) before the Council will grant a Building Warrant to proceed. The Council have worked with the Edinburgh Access Panel, education disability specialists, school staff, accessibility consultants, and



wider groups for various different projects.

An annual £400,000 budget has been ring-fenced from the Capital Investment Programme from 2021/22 onwards to fund accessibility upgrades and part of this will require an Accessibility Officer post to identify, assess and oversee the delivery of accessibility projects for the Council's 600+ operational buildings.

Accessibility will also be enhanced through adaptations at schools to allow pupils with additional support needs to attend mainstream schools. The creation of '20-minute neighbourhoods' will improve access to services through more accessible community hubs.

Responses to consultation on the draft outcomes showed that the accessibility of toilets remains a particular challenge, exacerbated Covid restrictions. Physical constraints, space and cost are factors which determine what is possible in each situation. A report will be presented to the Transport and Environment Committee in April 2021 detailing the strategic plan for public conveniences and how it will address some of these issues.

More generally, the Council recently published the [City Mobility Plan](#) which supports broader actions to address poverty, exclusion and inequality, and to improve safety, health and wellbeing.

Accessible communication

All Council services will embed basic accessibility skills and good practice into their communications to meet legislative requirements. This will include using plain English, implementing our British Sign Language Plan (2018-24) and ensuring that written materials are accessible to assistive technology such as screen reading software as well as meet online accessibility legislation.

Actions to support the priority outcome

The priority outcome for the first year of this framework is that stakeholders experience easier access to services through increased digital inclusion and alternative access to services.

The Council's Digital and Smart City Strategy will increase access to services through digital means and address digital exclusion created by

lack of digital skills or access to digital devices. Our evidence showed that older people, some people with disabilities and those with literacy difficulties would be positively impacted the most by our work towards digital inclusion whilst still ensuring alternative access to services.

Key action areas will include undertaking annual accessibility audits and publishing accessibility statements, for the Council's core web sites and intranet; supporting the delivery of additional devices e.g. iPads to assist educators, learners and parents/carers to take advantage of digital technology opportunities and provide and signposting a wide range of digital support tools within libraries including providing access to computers, the Internet, digital content, and digital literacy programmes.

Performance

The following specific priority activities to support digital inclusion will be monitored:

- offer greater flexibility and new ways to access services by moving them online through our citizen digital enablement programme –

aiming for five new online services or transactions per year;

- providing additional devices and enhanced connectivity to pupils to support home and blended learning;
- track the volume of digital transactions in libraries on a year-on-year basis and put in place special arrangements to measure digital uptake within vulnerable client groups eg Syrian refugees.

Progress with improving access more generally will be considered through:

- accessibility of community hubs, as part of the implementation of 20-minute neighbourhoods
- capital investment programme (accessibility funding) spend
- annual accessibility audits undertaken/accessibility statements published.

- making sure that website content can be accessed by everyone, regardless of disability (compliance

with Public Sector Bodies; (Websites and Mobile Applications) Regulations;



Theme 3. Warm and affordable homes

A warm and affordable home is important for dignity, safety, health and wellbeing, and a priority theme emerging from the consultation and engagement process.

The focus of the theme spans increasing the availability of affordable homes, making sure that they meet people's needs, making heating more affordable and making the process of applying for a home easier.

There are a range of wider actions being taken as part of the mainstream work of the Council with the aim of meeting the longer-term outcome of a warm and affordable home for all.

The Council is committed to addressing homelessness in the city and has agreed the [Rapid Rehousing Transition Plan](#) to address this challenge. However, the Covid pandemic has further highlighted the scale of rough sleeping in the city and has added to pressures on affordable housing through job losses and reduced income.

The priority outcome for the first year is therefore that stakeholders at risk of homelessness are enabled to access suitable accommodation on leaving hospitals or prisons through the development of pathways with established support.

The groups which will benefit from these actions are people with disabilities, including mental health issues, age (older people), gender (people leaving prison are more likely to be male); age (e.g. young people who have committed offences), ethnic group, religion and sexual orientation.

The actions described below will progress the general duty of eliminating discrimination, advancing equality and fostering good relations.

Mainstream actions

- Progress work on the Council commitment to develop a programme to deliver 10,000 affordable homes by 2022, and 20,000 by 2027.
- Further develop people-centred income maximisation, family and

household support services, aiming to extend into all city communities, holistic support to improve financial resilience, health and wellbeing for people who are already in or are at risk of being in poverty.

- Ensure that new affordable homes planned for the city will support health and social care priorities through, for example, provision of accessible homes for wheelchair users. The City of Edinburgh Council was one of the first local authorities to have a Wheelchair Accessible Homes target; with 10% of all social rented homes being wheelchair accessible.
- Continue to provide advice and support for people whose health needs mean that their current home is no longer suitable.
- Invest in existing homes to make them more energy efficient, cheaper and easier to heat and transition to net zero carbon by 2030.
- Take forward improvements to the North Cairntow Gypsy/ Traveller site. Council officers

worked with residents of the site to co-design site improvements, addressing fuel poverty, mainstreaming equalities and harnessing lived experience of tenants. In March 2021 the Council's Finance and Resources Committee approved a contract for the redevelopment works.

- Carry out research to improve understanding of accessible housing requirements in the city and set a cross tenure target for wheelchair housing.
- Making applications for social rented housing in Edinburgh easier by introducing an online process through Key to Choice.
- Updating the policy on the volume of student housing as part of 'Choices for City Plan 2030', a topic of concern raised during the consultation on outcomes.

Actions to support the priority outcome

To achieve the priority outcome for the first year, stakeholders at risk of homelessness are enabled to access suitable accommodation on leaving hospitals or prisons, pathways will be established to support transition at

the point of leaving prisons and hospitals into accommodation including housing options for young people in the justice system.

This supports the delivery of the Scottish Government Ending Homelessness Together Action Plan to develop prevention pathways for people leaving prison and hospital. The existing national standards - Sustainable Housing on Release for Everyone (SHORE) standards - published in November 2017, set out good practice for prison and housing organisations to deliver better housing outcomes for prison leavers. These standards are being reviewed and will form part of the development of the pathway for people leaving prison. Both are actions agreed in the Councils' Rapid Rehousing Transition Plan.

Performance

Measures of success will be developed as part of the work to develop pathways on leaving prison and hospital.

Measures to support the monitoring of the wider activities include:

- affordable housing approvals/completions and
- delivery of the Housing Revenue Capital Programme which includes investment in new homes, existing homes and funding for adaptations to Council homes.



Theme 4. Health, wellbeing and attainment for children and young people

The Council is committed to increasing the life chances of all young people, reducing the attainment gap and ensuring that the learning experience is high quality, supportive and inclusive

The Council will build on the learning and innovation from the response to the Covid pandemic which highlighted the significant challenges faced by families from certain groups including single parent families, BAME families and families living in poverty. Challenges included not having access to a device to allow them to take part in online classes and learning, and a lack of access to safe outdoor areas.

The actions are structured around effectively meeting the learning and development needs of all children and young people and to ensure a supportive culture in schools. Specific actions are underway to support children with disabilities, families living in poverty and people from a BAME background.

The priority outcome for the first year is: children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents.

The general duties progressed through these actions are: eliminate discrimination, advance equality and foster good relations.

Mainstream actions

Key actions planned or underway by the Education Authority, outlined in strategies including Edinburgh Learns for Life, aim to help every learner reach their potential in school and their local community. This includes pupils with additional support needs, looked after children, children whose first language is not English and families who are vulnerable.

Actions include:

- addressing safety in the public realm, Mentors in Violence Prevention (MVP) is a peer education programme that supports young people to explore and challenge the attitudes, beliefs and cultural norms that underpin gender-based violence, bullying and other forms of violence. It is delivered in school and community settings by trained mentors from S5-S6 using scenarios and issue-based discussion. The topics covered are domestic abuse, sexting- coercion, sexting - images, shaming, transgender bullying, sexual harassment in school and online abuse. To date, the programme has been delivered in almost all high schools in Edinburgh, supported by Lifelong Learning staff. A new programme in Edinburgh will begin after the summer, with the aim of making MVP available to all 23 high schools
- embedding a cultural shift that includes and supports every learner, particularly those with protected characteristics

- continuing to provide good quality of care and support for looked after children and young people, working with partners as corporate parents to improve how we collectively fulfil our statutory duties to our looked after children and unaccompanied minors, and delivering the recommendations from The Promise outlined by the Independent Care Review
- creating a truly inclusive education system through a programme of modernising our services for children with additional support needs and by designing our schools for the future to accommodate the needs of all children irrespective of disability or additional support requirements
- expanding early years provision and continuing to deliver a range of adult and family learning opportunities, supporting child development as well as enabling parents to work;
- making better use of digital learning
- poverty-proofing the school day through the One in Five – Raising Awareness of Child Poverty programme
- increasing participation in universal youth work provision;
- increasing diversity in school and youth workforce.



Actions to support the priority outcome

The priority outcome for the first year is that children and young people have improved health and wellbeing because there is a reduction in bullying and prejudice-based incidents.

While a recent inquiry into allegations that a culture of racism existed within certain schools in the city found that there was no evidence that a culture of racism existed in Edinburgh's schools, there were learning and development recommendations which the authority will work hard to take on board.

Improvements identified are:

- setting out clear processes to report racist incidents;
- managing racist incidents sensitively and ensuring follow up actions are taken;
- reviewing the curriculum to ensure it does not perpetuate and actively challenges racist or colonialist attitudes;
- improving the culture to clearly show zero tolerance of racist conduct.

These improvements are underway and are included in the [Equalities Action Plan](#).

Performance

Monitoring will use the following information:

- bullying and prejudice-based incidents data with details for each of the relevant protected characteristics;
- Pupil Wellbeing Questionnaire (primary) – 2021 and 2023;
- Pupil Survey (secondary) – 2021 and 2023;
- school attainment;
- positive destinations.

Theme 5. Diverse and Inclusive Workplace

The Council is committed to creating a workplace culture where all people feel valued, included and able to be their best at work, and we recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings to us as an organisation.

Embedding fairness, equality, dignity and respect in the culture, where staff feel supported and confident to report prejudiced behaviour will be key to delivering this framework.

We want to attract and retain a diverse workforce that reflects, and can respond to, the diverse needs of the citizens of Edinburgh. We recognise that our current workforce does not reflect the diversity of the city, having a higher proportion of women, and lower proportion of BME groups and people with disabilities and all of these groups more predominant at lower grades (see Appendix 1).

Key to a diverse and inclusive workplace are a culture which enables prejudice-based behaviours from colleagues or citizens to be confidently challenged, and a comprehensive and

holistic support for wellbeing – physical, mental and financial.

Two specific outcomes have been identified for this four-year framework:

- a more inclusive working environment is experienced by colleagues who share protected characteristics and colleagues are supported by an inclusive workplace culture and feel confident to challenge prejudice-based behaviours
- colleagues are supported by a holistic and preventative approach to financial, mental and physical wellbeing.

The general duties progressed through these actions are: eliminate discrimination, advance equality and foster good relations.

Mainstream actions

- Increase the visibility of colleagues with protected characteristics to enhance understanding, tolerance and to embed an inclusive approach across the workforce by supporting existing colleague

networks and support new networks to be established as required

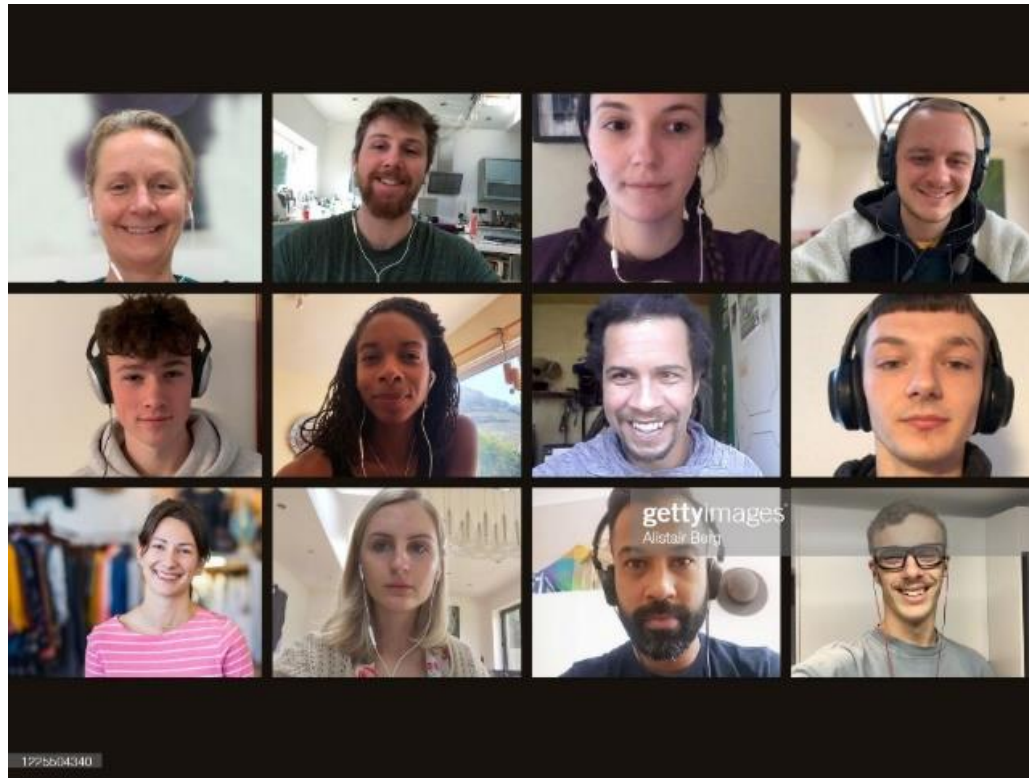
- Raise awareness of prejudice-related incidents in the workplace and how to report and record these
- Raise awareness among citizens that prejudiced or discriminatory behaviour towards staff is unacceptable
- Strengthen the response to staff who experience prejudice or discrimination, ensuring that support is in place and that incidents are recorded in a way which supports effective action
- Take a collective approach to responsibilities for maintaining good health and wellbeing, with a focus on support, prevention and transparency
- Ensure flexible work arrangements, centred around trust that promote a healthy work-life-balance
- Promote and educate colleagues about occupational health services and Employee Assistance Programme
- Provide a variety of employee benefit schemes to improve the physical, financial and mental wellbeing of our workforce;

- Continue to develop a robust approach to gathering data to enable analysis and reporting of the protected characteristics of the workforce, including pay, so that gaps between groups such as disability and ethnic group can be determined and monitored;
- Report annually on the ethnicity and disability pay gap and use the data gathered to target resources in order to reduce the ethnicity and disability pay gap;

Performance

Progress on the implementation of the new framework will fully align fully with the Diversity and Inclusion Strategy and plan, including attraction and retention of staff.

Appendix 1 shows the Equalities, Diversity and Inclusion Workforce dashboard for December 2020, including a profile of staff gradings by protected characteristic group.



Procurement

The Council's Sustainable Procurement and Commercial Strategy 2020 -2025 aims to maximise the benefits of procurement, putting sustainability at the heart of the procurement programme for the next five years. Sustainability delivered through Council spend will help promote the economic, environmental and social outcomes that support growth, and address those challenges the city is facing:

The strategy includes the following actions to support these aims:

- For procurement exercises with a total value of over £50k, service areas must undertake an Integrated Impact Assessment during the early planning stages;
- Equalities considerations and requirements are incorporated in all tender documents from the planning stage to contract award;

- The terms and conditions of our contracts require service providers and any sub-contractors to deliver services in a non-discriminatory way that ensures fairness and equality to all users of the services; as well as to comply with the Council's policies on equality and all relevant laws. The terms and conditions provide for information on protected characteristics in relation to employment and service users to be provided on request.
- Procurement is used to influence and increase positive fair work and socially responsible outcomes by inclusion in the evaluation criteria which aims to benefit the city by addressing poverty and inequality. The evaluation of bids includes consideration of the bidder's context, including the size of the organisation.

- Council grant conditions require organisations to commit to mainstreaming equality and rights in accordance with the [Equality Act 2010](#), in employing staff and volunteers and in providing services; and we require organisations when requested to show how they meet the Public Sector Equality Duty
- The Council's approach to community benefits helps to ensure that those with protected characteristics benefit from these clauses. The 'Cenefits' system allow enhanced monitoring of community benefits with reference to promoting protected characteristics or to other priority groups such as those living in poverty, for example the long term unemployed.

Governance

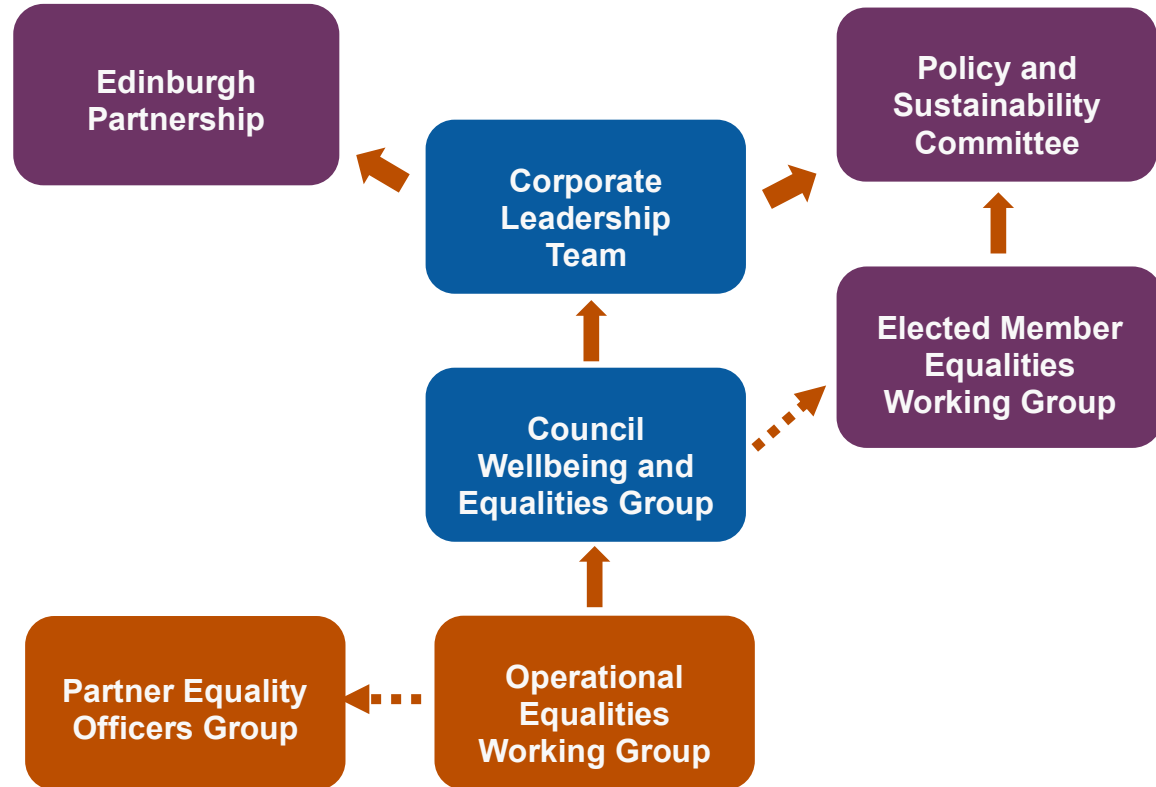
This diagram summarises the governance structure which will lead and steer the implementation of this plan and progress in meeting its objectives.

The Operational Equalities Working Group will provide the Elected Members Equality Working Group with quarterly briefings on progress.

Policy and Sustainability Committee will receive updates on the People Strategy and Workforce Plan, and reports on the gender pay gap.

An annual report will be provided to committee to give an update on progress with the outcomes agreed for this first year. This report will recommend priority outcomes to be achieved for the next phase.

A two-year progress report, required under the duties of the Equality Act, will set out progress across the full framework.



Appendix 1: Equalities, diversity and inclusion workforce dashboard

As at December 2020.
Data source: iTrent 2020

Council population	19,432
Female	69%
Male	31%
Average age	45 years
Disabled	3%
BME	3.6%

Marital Status	Percentage of workforce
Civil partnership	0.2%
Divorced	2.9%
Living with partner	8.1%
Married	36.7%
Separated	2.1%
Single	27.8%
Widowed	0.7%
No information	21.6%

Age (years)	Percentage of workforce
21 and under	1.6%
22-30	14%
31-40	22%
41-50	24.4%
51-60	27.4%
61-64	7%
65 and over	3.6%

Part-time workers	Percentage of workforce
Total workforce	49%
Male	17.6%
Female	82.4%

Religion or belief	Percentage of workforce
Agnostic	0.8%
Atheist	2.1%
Buddhist	0.1%
Christian	4.5%
Muslim	0.1%
Other	0.9%
No information	91.5%

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Sex	% Male	% Female	Total headcount
Total workforce	31%	69%	19,432
Chief Officer	64.7%	35.3%	17
Local Government employees	33.5%	66.5%	14,490
Teachers	23.2%	76.8%	4,925

Sexual orientation	Percentage of workforce
Bisexual	0.1%
Gay or lesbian	0.6%
Heterosexual	9.3%
No information	89.9%

Ethnicity	Percentage of workforce
BAME	3.6%
Not BAME	77.3%
No information	19.1%

Disability	Percentage of workforce
Disabled	3%
Not disabled	76%
No information	21%

Appendix 2: Workforce dashboard by grade and age

Table 1: Percentage of local government employee grades who share a protected characteristic

Protected Characteristic	Population	Percentage protected characteristic	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Craft	Tertiary	ITS ³	Elected members
Sex	Female	69%	88%	73%	77%	61%	71%	62%	67%	59%	57%	54%	34%	41%	0%	61%	90%	39%
Part-time employees	All part-time	46%	88%	97%	72%	37%	33%	29%	28%	25%	12%	7%	16%	0%	1%	100%	100%	0%
	Part-time female	82%	92%	74%	90%	83%	90%	82%	87%	79%	84%	89%	100%	0%	0%	61%	90%	0%
	Part-time male	18%	8%	26%	10%	17%	10%	18%	13%	21%	16%	11%	0%	0%	100%	39%	10%	0%
Disability	Disability	3%	3%	2%	3%	3%	3%	2%	4%	3%	4%	2%	3%	0%	1%	3%	0%	0%
Race	BAME	4%	8%	3%	5%	6%	4%	3%	3%	2%	3%	2%	0%	0%	0%	6%	1%	0%
Sexual Orientation	LGBT+	1%	0%	0%	0%	1%	1%	2%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Marital Status	Civil partnership	0.21%																

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³ Interpretation and Translation Service

Table 2: Percentage of our teaching staff who share a protected characteristic by salary

Protected Characteristic	Population	£20-£29K	£30-£39K	£40-£49K	£50+K
Sex	Female	74%	77%	79%	71%
Part-time employees	All part-time	34%	29%	45%	23%
	Part-time female	70%	75%	87%	82%
	Part-time male	30%	25%	13%	18%
Disability	Disability	5%	3%	1%	1%
Race	BAME	6%	3%	2%	1%
Sexual Orientation	LGBT+	0%	1%	1%	1%

Table 3: Age profile of employees who have a protected characteristic by salary

Protected Characteristic	Population	21 years and under	22-30 years	31-40 years	41-50 years	51-60 years	61-64 years	65 years and over
Sex	Female	58%	72%	70%	70%	68%	66%	62%
Part-time employees	All part-time	65%	37%	45%	47%	44%	57%	78%
	Part-time female	56%	73%	85%	86%	86%	81%	68%
	Part-time male	44%	27%	15%	14%	14%	19%	32%
Disability	Disability	3%	4%	2%	2%	2%	3%	2%
Race	BAME	2%	3%	4%	5%	3%	2%	1%
Sexual orientation	LGBT+	1%	1%	1%	1%	0%	0%	0%

Appendix 2. List of stakeholders contacted to support the consultation

Stakeholder	Audience/protected character	Area
MEHIS	Race	Edinburgh
#NEWS - Network Engagement for Women's Support	Sex	Edinburgh
Armed Forces Family Network	Armed Forces	Edinburgh
BAME network	BAME	Edinburgh
BME Equality Workers forum	BAME	Edinburgh
Carer Support Service	Carers	Edinburgh
Community Councils	Communities	Edinburgh
Edinburgh Social Enterprise	Networks	Edinburgh
EVOG	Networks	Edinburgh
Libby Strong, North East Localities Housing Manager	Gypsy Travellers	Edinburgh
Lifelong Learning Service Managers	Communities	Edinburgh
Sam Reeves OBO tenants organisation	Tenants	Edinburgh
SPARC network	Disability forum	Edinburgh
STRIDE LGBT+ colleague network	LGBTQ+	Edinburgh
Muslim Women's Association Edinburgh	Religion and belief	Edinburgh
EaRN	All	Edinburgh
ECAS – disability organisation	Disability	Edinburgh
Edinburgh Access Panel	Disability	Edinburgh
Edinburgh Interfaith Association	Religion	Edinburgh
Edinburgh Tenants Federation	Council tenants	Edinburgh
Feniks	Polish community	Edinburgh
MECOPP	Race	Edinburgh
Multi-cultural family base	Race	Edinburgh
People Know How	Charity	Edinburgh
Pilton Community Health Project	Communities	Edinburgh
Pregnancy and Parents Centre	Maternity and pregnancy	Edinburgh
Sikh Sanjog	Sex	Edinburgh
The Welcoming	Race	Edinburgh
TSI - Edinburgh	Networks	Edinburgh
VOCAL edinburgh	Carers	Edinburgh
Women's Aid Edinburgh	Sex	Edinburgh
ELREC	BAME	Edinburgh and Lothians
MEHIS	BAME	Edinburgh and Lothians
LGBT Youth Scotland	LGBT+	Edinburgh and Lothians
Linknet Mentoring	BAME	Edinburgh and Lothians
ELREC	Race	Edinburgh/Lothians
Edinburgh College/universities	Young People	Edinburgh/Lothians
Gypsy Traveller Forum	Gypsy Travellers	Gypsy traveller community
Child Poverty Action Group (CPAG)	Children and Young People	Lothians
Coalition of Independent Living - orgs	Older People	Lothians
Engender	Transgender Community	Lothians
Lothian Armed Forces & Veterans Project (LAFVP)	Older People	Lothians
Violence Against Women & Girls Partnership (VAWGP)	Women and Young girls	Lothians
CoSLA	Public Services/Regional policy	Lothians/Scotland

Policy & Sustainability Committee

10.00 am, Tuesday, 20 April 2021

Council's emissions reduction plan

Executive/routine Wards Council Commitments	18
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1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Agree the Draft Council Emissions Reduction Plan as set out in Appendix 1.
- 1.2 Note the final draft with supporting implementation and investment plan will be published alongside the City Net Zero Strategy in October.
- 1.3 Agree the proposed Council carbon budget and that this be used to monitor future progress.
- 1.4 Note that city approaches to offsetting will be consulted upon as part of the 2030 Net Zero Strategy consultation.
- 1.5 Note that the Council's organisational emissions are updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD) since 2010/11.
- 1.6 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.
- 1.7 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.

Andrew Kerr

Chief Executive

Contact: Claire Marion, Senior Change & Delivery Officer (carbon management)

E-mail : claire.marion@edinburgh.gov.uk | Tel : 0131 529 7093

Council's emissions reduction plan

2. Executive Summary

- 2.1 The report sets out 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.
- 2.2 The plan sets 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.
- 2.3 This Council Emissions Reduction Plan reflects the Council's carbon reduction commitment as a signatory of the City Climate Compact. A final version with supporting implementation and funding plan will be published in October.
- 2.4 The report does not reflect the wider work of the Council that has an impact on the city emissions. A separate report focussing on city-wide emissions ("2030 City target monitoring approach") is also provided to the April Policy & Sustainability committee.

3. Background

- 3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions.
- 3.2 In February 2021, the new Council's Business Plan had sustainability at its core, with "Becoming a sustainable and net zero city" being one of the three strategic priorities, alongside "Ending poverty by 2030" and "Wellbeing and Equalities". The present report contributes to Outcome 8: "On track to deliver our 2030 net zero target".
- 3.3 Since 2010/11, the Council has publicly reported its organisational emissions annually to the Scottish Government through Public Bodies Climate Change Duty Reporting (PBCCD). The Council's carbon footprint scope is presented in Appendix 1 of the plan.

- 3.4 In 2019/20, the Council achieved a 62 %¹ reduction compared to a 2005/06 baseline, substantially exceeding its previous target of achieving a 42 % reduction by 2020/21. This target is now superseded by the new more ambitious net zero by 2030 target.
- 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 outlined at Appendix 2.
- 3.6 The Council's Emissions Reduction Plan presented in this report sets out the strategic approach and key actions the organisation will take to ensure, subject to the appropriate funding, it will be a net zero organisation by 2030. In doing this, the Plan also sets out how the Council is delivering against its Climate Compact commitments.

4. Main report

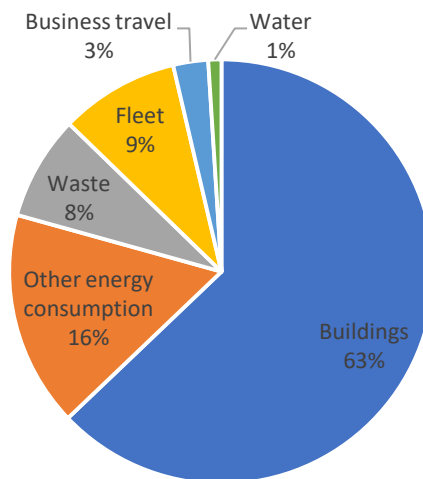
- 4.1 Achieving net zero emissions and transitioning to a low carbon economy represents the greatest challenge of our times. This reflects the complexity and breadth of activity needed to tackle carbon emissions and as such, while this report lays out the City of Edinburgh Council's approach and key actions that will be taken forward, it does not and cannot have all the answers today. As such the Council Emissions Reduction Plan (CERP) will be periodically reviewed and refined as more clarity is obtained from our operational projects and in terms of the grid decarbonisation trend and future low-carbon HGV technologies.
- 4.2 The CERP has been developed to cover the next nine years up to 2030. It focusses on the Council's key corporate emissions sources (energy in buildings, waste, fleet and travel) and sets out an initial pathway to net-zero by 2030. The CERP does this by estimating the impact of carbon reduction projects (both planned and potential projects) on the Council's carbon footprint.
- 4.3 This first draft Council Emissions Reduction Plan sets out the proposed strategic direction alongside immediate and potential actions to reduce the Council's emissions. The final draft which will be published alongside the City Net Zero Strategy in October will include more detail on estimated costs for near-term actions and how these would be met, and a proposed approach to longer-term investment.
- 4.4 The CERP introduces carbon budgets for the Council to measure progress. These correspond to the total emissions that can be emitted in a three-year period and are based on a linear reduction pathway. The 2017/18 to 2019/20 carbon budget has been retrospectively determined for illustration purposes based on cumulated historic emissions.

¹ Since the last November Committee report, diesel and petrol figures have been revised, increasing the emission reduction from 60 to 62 %. Changes have been submitted on time for the Public Bodies Climate Change Duties Report in November 2020.

Period	Cumulated carbon budget (tCO _{2e})
2017/18 to 2019/20 <i>(cumulated historic emissions)</i>	345,728
2020/21 to 2022/23	180,416
2023/24 to 2025/26	120,277
2026/27 to 2028/29	60,139
2029/30 to 2030/31	6,682
From 2030/31	0

4.5 The Council's organisational emissions are attributable to five key areas. The draft emissions reduction plan provided at Annex 1 presents the direction of travel and the scale of the effort required in those five key areas:

- Buildings (63 %)
- Other energy consumption such as lighting (16 %)
- Waste (8 %)
- Fleet (9 %)
- Business travel (3 %)
- Water (1 %)



Council's 2019/20 carbon footprint broken down by key sectors

4.6 Each sector is addressed through a dedicated chapter which includes the thematic strategic approach that is being adopted to achieve net zero emissions as well as a phased plan indicating the key milestones and associated resources required where known. Each chapter also includes key projects and programmes and their estimated carbon savings. Potential projects have also been quantified in order to illustrate how they would contribute to the net zero target and give an understanding of the scale of the effort required to bridge the gap to net zero emissions.

- 4.7 It should be borne in mind that in some cases, an initial estimate has been provided to quantify potential carbon savings, in anticipation of further data becoming available over the coming period. For example, the future outcomes of the Enerphit pilots are needed to more accurately quantify the potential achievable energy reduction in the overall building's estate.
- 4.8 The CERP also indicates how procurement and staff engagement will contribute to the common net zero goal, in line with Edinburgh Climate Compact commitments in the "Influence and Leadership" section.
- 4.9 Becoming a net zero organisation will have significant capital and revenue implications for the Council, and the Council will re-visit these annually through its budget processes, as further carbon and cost analysis of proposed projects and programmes is undertaken.
- 4.10 Some of the potential interventions will require further resources and we will seek to lever external resources wherever possible in order to maximise impact. Costed proposals for further actions to reduce the Council's emissions will be brought forward to the appropriate Committees following approval of this plan.
- 4.11 In developing its approach to investment, the Council will focus on investing in readiness through work to develop the projects and programmes proposals that will deliver the greatest emissions reductions; carrying out feasibility studies and developing pilots to test delivery models; and then scaling and accelerating delivery towards net zero across all Council emissions.
- 4.12 Across all activity, the Council will seek to maximise external funding and revenue generation opportunities. A new Funding Development Officer post is being sought to provide dedicated capacity for identifying funding opportunities and co-ordinating the development of bids. This will help ensure the Council is able to access the additional resources required to invest in readiness and ensure the Council is well-placed to draw down substantial additional resources as soon as new funding streams are announced.

Offsetting as part of the Council plan

- 4.13 Offsetting is technically complicated and requires political and policy decisions, including the definition of quality principles and verification standards. Approaches to offsetting at the city level and will be consulted upon as part of the 2030 Net zero Strategy consultation before being brought back to the Policy and Sustainability committee for further consideration prior to the strategy publication in October.
- 4.14 Any Council organisational approach to off-setting will need to consider and be informed by the city-wide approach and it is recommended that the Council's approach to off-setting is given further consideration by Committee in October.

Measuring success and performance

- 4.15 The Council will continue to publicly report its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD). The boundary was set with accreditation from the Carbon Trust Standard

(see detail in Appendix). The reporting arrangements for the monitoring of Council emissions are summarised in the table below. A reporting calendar for city-wide emissions can be found in a parallel P&S committee report (2030 City target monitoring approach).

Report	Key dates	Schedule
Carbon Disclosure Project	July 2021	Annual
Public Bodies Climate Change Duties report	November 2021	Annual
Council Business Plan report	<i>A report on the Planning & Performance framework will be submitted to Committee in June and will confirm frequency and publication dates</i>	

5. Next Steps

- 5.1 Council's emissions will continue to be reported annually through Public Bodies Climate Change Duties statutory report, with the next deadline being November 2021.
- 5.2 This draft plan will be periodically reviewed and refined as more projects are scoped out and more clarity is obtained in terms of the grid decarbonisation trend, future technologies or offsetting mechanisms and accounting, as well as greater visibility around the impacts of COVID, the future Deposit Return Scheme and other uncertainties.
- 5.3 Council activity which does not impact the Council's own organisational emissions, but contributes to reducing the City's footprint, will be detailed within the city-wide 2020 strategy due for publication in Autumn.

6. Financial impact

- 6.1 Becoming a net zero organisation will have significant capital and revenue implications for the Council. A £300,000 sustainability fund has been allocated as part of the Council's 2021/22 revenue budget to provide additional capacity to develop a strategic approach to meeting these challenges. This report recommends allocating £60,000 of this to recruit a Funding Development Officer to maximise external funding by providing dedicated capacity for identifying funding opportunities and co-ordinating the development of bids. It also recommends that a further £40,000 is allocated to roll out a Carbon Literacy Training programme across the organisation.
- 6.2 While many of the short-term actions outlined in the plan have resources assigned, for example £500,000 has been allocated towards developing approaches to building

retrofit and many actions are supported by external funding, some of the potential additional interventions outlined in the plan will require further resources. The final draft of this plan, which will be published in October, will include more detail on estimated costs for short to medium-term actions and how these would be met, and a proposed approach to longer-term investment.

- 6.3 Going forwards, the Council will re-visit the financial implications of actions required to reduce its emissions annually through its budget processes, as further carbon and cost analysis of proposed projects and programmes is undertaken.

7. Stakeholder/Community Impact

- 7.1 Consultation has taken place with Commercial and Procurement Services, Fleet, Street Lighting, Human Resources, Corporate Property and Waste Services in compiling this report.
- 7.2 While the financial challenges in achieving net zero emissions will be significant, it should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or reduced congestion.
- 7.3 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help to mitigate and adapt the Council and city to climate change, improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

- 8.1 Public Bodies Climate Change Duties report 2019/20

9. Appendices

- 9.1 Appendix 1 - City of Edinburgh Council's Emissions Reduction Plan



CITY OF EDINBURGH COUNCIL'S EMISSIONS REDUCTION PLAN

DRAFT, APRIL 2021

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Foreword

Climate Change is one of the most pressing issues of our time – and one we must all play our part in tackling.

That is why, as an Administration, we made sustainability one of our key organisational priorities and set a target for Edinburgh to be a net zero city by 2030.

We're under no illusion that this will be a hugely ambitious target to meet but there is also much to gain as a city from being at the forefront of climate action and supporting a truly green recovery from the pandemic.

Ahead of the publication of the City Net Zero Strategy, we will lead by example as we work to become a net zero organisation by 2030 and deliver on the City Climate Compact, which requires organisations who sign up to take action to reduce their own emissions.

Every step we take to become a net zero organisation will also be an opportunity for the city; creating market demand, stimulating green industries and jobs and contributing to sustainable, healthier and happier communities.

We know we don't have all the answers yet, and there's a long way to go – but the Council Emissions Reduction Plan lays out the strategic approach we will take to tackle our own emissions, which largely

come from our buildings, our fleet and our waste.

We will make sure that we don't create new emissions problems by investing now in net zero buildings; we will invest in the improvement of services, capital investment and infrastructure to deliver our net zero objectives; we will invest in our readiness, skills and knowledge to deliver change; learn from pilots and prototype projects; and we will plan to speed up the actions required to meet our target.

As a major land and asset owner and developer in the city, this plan rightly provides a focus on our buildings. As we review and improve our estate to net zero standard, we'll also be thinking about how these buildings best serve the city while aligning our retrofit plans to the development of '20 minute neighbourhoods' and sustainable places.

We've made outstanding progress on reducing our waste emissions, largely thanks to the opening of Millerhill waste plant, but we'll continue to make progress by further improving waste services for citizens and promoting the reduce, reuse, repair and recycle approach to minimising unnecessary waste. We'll also continue to build on the progress we have made decarbonising our light fleet with a focus on our larger vehicles.

Funding will, of course, continue to be a challenge but we are already investing in our Emissions Plan and will work to ensure we are well placed to benefit from funding opportunities from the Scottish Government, UK Government and other national bodies looking to invest in net zero action.

In the end, the success of this plan will be an organisational effort supported by the everyday actions and choices of all colleagues, which is why we're also investing in developing the skills and knowledge of our teams.

We look forward to continuing this journey towards becoming a net zero organisation by 2030 – leading the way for our city to do the same.

Councillor Adam McVey

**Leader of the City of Edinburgh Council
Convener of the Policy and
Sustainability Committee**

Councillor Cammy Day

**Depute Leader of the City of Edinburgh
Council
Vice Convener of the Policy and
Sustainability Committee**

Glossary

Term	Meaning
Carbon Dioxide (CO₂)	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.
Carbon Dioxide Equivalent (CO₂e)	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO ₂ e quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming potential.
Carbon Footprint	A carbon footprint is the sum of all emissions (in CO ₂ 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.
Circular economy	A circular economy is based on the principles 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. <i>(Source: Ellen MacArthur Foundation)</i>
Climate Change	Climate change is a large-scale, long-term shift in the planet's weather patterns or average temperatures.
Greenhouse gas (GHG)	Human generated emissions which contribute to the greenhouse effect, trapping heat from the sun
Grid decarbonisation	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.
Landfill	Disposal of waste material by burying it under layers of earth.
IPCC	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.
CCC	Committee on Climate Change.
Business as Usual Scenario	A description of what would most likely occur in the absence of a carbon reduction project, also referred to as the 'baseline scenario'.
Carbon neutrality	When CO ₂ emissions caused by humans are balanced globally by CO ₂ removals over a specified period (Source: IPCC SR15). This does not apply to other greenhouse gases.
Net-zero emissions	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.
Offsetting	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". <i>(Source: Cambridge Dictionary)</i>

Introduction

Following the publication of an Intergovernmental Panel on Climate Change (IPCC) report,¹ which sent a clear call for climate action to avoid the consequences of global warming of 2°C, the City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a net zero emissions target by 2030 for both city and corporate emissions.

This first draft Council Emissions Reduction Plan sets out the proposed strategic direction for addressing the Council’s major emission sources and the proposed actions the Council will take.

The final draft will include more detail on estimated costs for near-term actions and how these would be met, alongside a strategic approach to longer-term investment.

This approach is centred around acting now to ensure efficient service delivery also considers opportunities to reduce emissions; investing in skills and capacity to test new approaches; and maximising

external funding to roll out change at scale and pace.

There are a number of drivers for the Council to take climate action:

- **Democratic:** The climate crisis has become an unescapable topic, and our children and our communities are asking us to act.
- **Social:** Tackling climate change provides an opportunity to secure cleaner air, safer travel routes, cheaper energy, green jobs, thriving wildlife and healthier more sustainable communities, bringing economic and social benefits to Council staff and the communities they serve.
- **Ethical:** Scotland was one of the first nations to sign up to the UN Sustainable Development Goals (SDG) (*Figure 1*) which were adopted to solve global challenges such as poverty, inequality, war, environmental degradation, as well as climate change. Tackling climate

change is ‘the right thing to do’ and contributes to the UN SDGs.

- **Financial:** The PCAN Achieving Net Zero report² has developed an economic case that supports the change required to meet the 2030 target, based on allocating current spending differently. This work has identified a set of interventions that illustrate what it would take to meet the 2030 net zero target for the city and states that the majority would be cost-effective
- **Legal:** The City of Edinburgh Council has a duty to comply to the Public Bodies Climate Change Reporting under the Climate Change (Scotland) Act. With a net zero emissions target by 2045, Scotland has one of the world’s most ambitious climate change legislation. The Government “expects Scotland’s public bodies to lead by example in combating climate change and making a

¹ Global Warming of 1.5 C. An IPCC Special Report on the Impacts of Global Warming of 1.5 C Above Pre-Industrial Levels and Related Global Greenhouse Gas Emission Pathways, in the Context of Strengthening the Global

Response to the Threat of Climate Change. Sustainable Development, and Efforts to Eradicate Poverty. <https://www.ipcc.ch/sr15> Accessed. 2019 Oct;1.

² [A Net-Zero Carbon Roadmap for Edinburgh, Robert Fraser Williamson, Andrew Sudmant, Andy Gouldson & Jamie Brogan, 2020](#)



Figure 1: UN Sustainable Development Goals

valuable contribution towards achieving our emissions reduction targets.”³

This plan focusses on the Council’s own operations. It shows how we aim to lead by example to accelerate action across the city. The journey to net zero emissions will be challenging, but we know climate action has the potential to deliver wider social, health and economic co-benefits and positively impact communities and realise the opportunities to reduce inequalities as we build back better and greener.

More specifically, the electrification of the fleet can yield vehicle maintenance and

fuel costs savings. In the same way, the upgrade of lighting and traffic signals to LED deliver electricity savings, but also maintenance savings (including fuel savings) as this technology needs to be replaced less often.

The investment we make in decarbonising and retrofitting the Council Estate will improve energy efficiency but – done at the scale required to deliver a net zero organisation, would also have wider city benefits for green supply chains, green jobs and a green recovery.

Achieving net zero emissions and transitioning to a low carbon economy is a

journey and as such the approach laid out in this report will be periodically reviewed and refined to reflect the organisation’s deepening knowledge and learning from the phased approaches.

The Council publicly reports its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD) since 2010/11. The Council also

³ “Protecting Scotland’s Future: The Government’s Programme for Scotland 2019-20”. Published 3 Sep 2019.

participated in the Carbon Disclosure Project (CDP)⁴ or the first time in late 2020. 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.

The most recent carbon footprint for the City of Edinburgh Council is presented in *Figure 2*. Total 2019/20 emissions amounted to 73,503 tonnes of CO₂e⁵. This is equivalent to the emissions generated by around 37,000 return flights between Edinburgh and London, or by 9,000 average UK citizens annually.

Council's emissions decreased significantly by 62% compared to 2005/06, surpassing the Council set target of achieving a 42% reduction in emissions by 2020/21⁶. This is mainly due to the large reduction in Council waste going to landfill, following the waste reprocessing facilities at Millerhill becoming fully operational in 2019/20.

Figure 3 shows that future emissions are forecast to plateau in a business as usual scenario. Projections are based on various

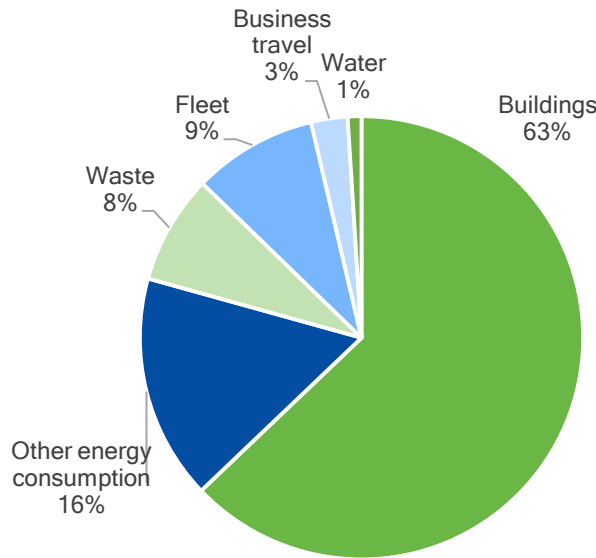


Figure 2: 2019/20 carbon footprint broken down by sector.

parameters including expected grid decarbonisation, population growth by age categories⁷, and historic Council's emissions trend.

This Council Emissions Reduction Plan aims to lay out how the Council will act, across its major emissions sources, to make the necessary reductions to deliver a net zero organisation by 2030.

all greenhouse gases are taken into account. Refer to the Glossary for more details.

⁶ Public Bodies Climate Change Duties Report 2019/20, November 2020

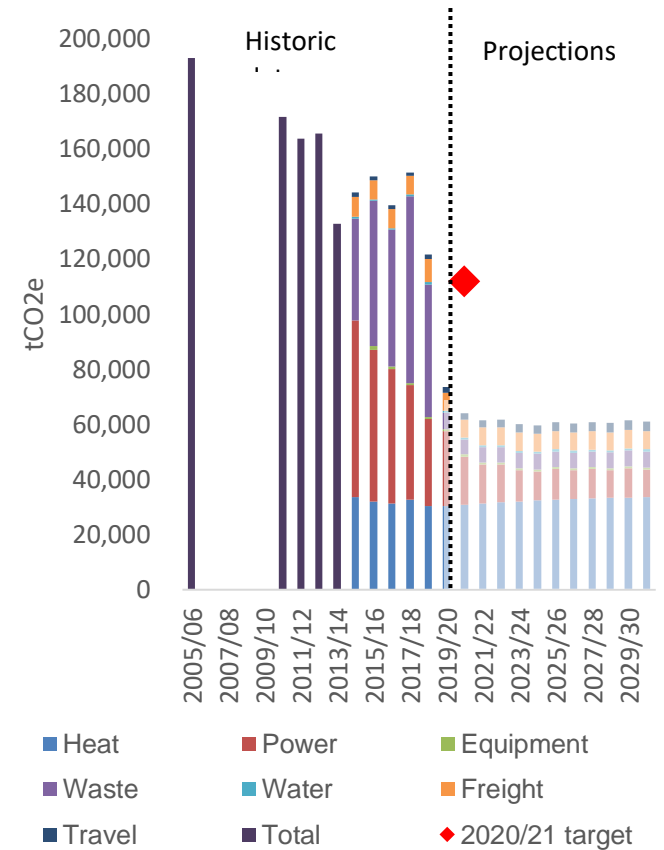


Figure 3: City of Edinburgh Council's carbon footprint: historic and future emissions.

⁴ <https://www.cdp.net/en/cities>

⁵ Note that the unit used throughout this document is tonnes of CO₂ (carbon dioxide) equivalent (abbreviated as CO₂e), meaning that

Carbon Budget

This plan sets targets based on 2019/20, rather than on 2017/18 as with the City target. This takes account of the fact that there was a 40% drop in Council emissions due to the waste diversion from landfill to the Millerhill Energy from Waste plant between 2018/19 and 2019/20.

The scale of the effort required to bring Council operational emissions down to zero corresponds to an annual reduction of roughly **6,700 tCO_{2e} per year, or 9% per year**, following a linear target pathway by 2030. The CERP will however, evaluate

progress through a carbon budget that operates on three-year phases.

The proposed carbon budgets are indicated in *Table 1*. They outline the total emissions that can be emitted over a three-year period and are based on a linear reduction pathway. This approach provides more measured assessments of progress, taking account of fluctuations that can exist in single year achievements for example, due to weather. The 2017/18 to 2019/20 carbon budget has been retrospectively determined for illustration

purposes based on cumulated historic emissions.

Carbon dioxide remains in the atmosphere between 300 and 1000 years, reducing one tonne of CO₂ in 2021 does as much for the stock of carbon in the atmosphere as stopping a source 30 times as large in 2051. As well as planning for net zero emissions this plan also seeks to maximise the actions that can be taken now to minimise the cumulative impact of greenhouse gas emissions.

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Table 1: Proposed cumulated 3-years carbon budgets

Period	Cumulated carbon budget (tCO _{2e})
2017/18 to 2019/20 <i>(cumulated historic emissions)</i>	345,728
2020/21 to 2022/23	180,416
2023/24 to 2025/26	120,277
2026/27 to 2028/29	60,139
2029/30 to 2030/31	6,682
From 2030/31	0

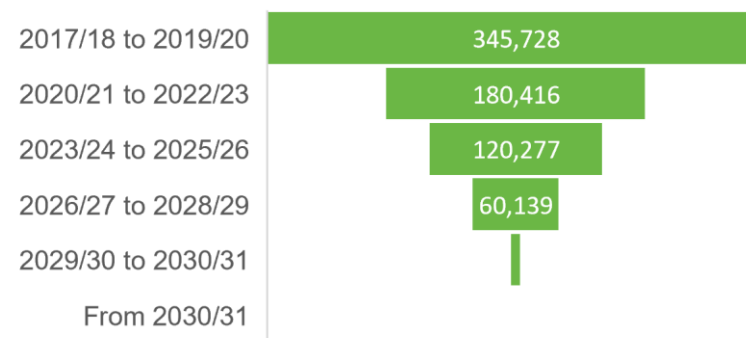




Figure 4: Proposed culminated 3-year carbon budgets


Methodology


The Council's current draft emission reduction plan aims to provide foundation to achieve net zero emissions by 2030. It presents the scale of the effort required in five key sectors⁸:

 Buildings (63%)

 Other energy consumption (16%)

 Fleet (9%)

 Waste (8%)

 Business travel (3%)

The net zero ambition has been embedded in numerous Council strategies and programmes currently being developed and which impact the City's footprint, as

well as the Council's. Most of these large-scale projects, such as the City Centre Transformation Strategy⁹ or the energy-efficient retrofit of 20,000 Council homes¹⁰, are expected to reduce city-wide emissions – which will contribute to the city-wide net zero target, rather than Council's operational emissions and so are not detailed further in this plan.

As a result, this emission reduction plan only estimates carbon savings for projects that will impact on the Council's carbon footprint scope (*Appendix 1*) and where we have sufficient data to carbon cost the project. Three types of projects have been evaluated:

- **“Committed projects”** – which are already underway, or clearly scoped.
- **“Potential projects”** - interventions that would help bring emissions further down, but for which a business case has not been developed yet.

- **“Data not available/ innovation and offsetting”** – which covers projects that cannot be carbon costed as yet, but are expected to contribute to emissions reductions; plus any remaining emissions which will require additional projects, innovation and/or off-setting to remove.

These are presented, for each sector, in a waterfall chart with “committed projects” in solid green, “potential projects” in hatched green, and “data not available/ innovation and offsetting” in orange.

As the Council rolls out its Carbon Scenario Tool and data becomes available, we will revisit this analysis and expect to be able to show further estimated reductions.

⁸ NB: Water consumption is not included in this plan due to its small proportion in the Council's carbon footprint (1%).

⁹ <https://www.edinburgh.gov.uk/roads-travel-parking/city-centre-transformation>

¹⁰ [Housing Sustainability Update, Housing, Homelessness and Fair Work Committee, November 2020](#)



Buildings Energy Consumption

Table 2: Scotland's Climate Change Plan update - Key commitments relevant to buildings

Scottish Government's commitments
Commitment to ensure LHEES ¹¹ are in place for all local authority areas by the end of 2023. Duty on local authorities to consider the designation of heat network zones and assess the suitability of their own estate to connect to heat networks.
Invest £95 million to decarbonise the public sector estate New Net Zero Carbon Standard for new public buildings
New Build Zero Emissions from Heat Standard will be introduced from 2024 by which point all new builds will have to have zero emissions heating systems
Accelerate efforts to use 100% renewable electricity on the Scottish public estate.
Bring forward the review of the existing Energy Efficient Standard for Social Housing to conclude in 2023.
Invest £1.6 billion in heat and energy efficiency over the next Parliament, using this to leverage in UK Government and private finance to see, as a minimum, the rate of zero emissions heat installations in new and existing homes and buildings double every year out to 2025.

Building energy consumption and efficiency is the key component of the Council's plan to reach net zero by 2030, representing 63% of the Council's corporate carbon footprint.

Building Emissions mainly includes gas and electricity; with gas oil and LPG¹² contributing to only 1% of the total corporate carbon footprint.

A key chapter of the recently published Climate Change Plan update¹³ published by the Scottish Government focusses on buildings and the main commitments is listed on *Table 2*, with the future implementation of a Net Zero Carbon Standard for new public buildings¹⁴.

The Council Estate:

- There are more than 600 buildings, in the Council Estate (*Table 3, p10*). Only about 400 of those buildings are heated, the rest being, for example, monuments.
- Primary and Secondary Schools are the largest component of the Council's Estate.
- 35 of these are PPP/DBFM¹⁵ and are unlikely to return to Council ownership before 2030.
- 40% of the Council's operational estate was built within the last 50 years, and 30% is over 100 years old.
- Edinburgh Leisure accounts for 16% of the Council's building footprint.

¹¹ Local Heat and Energy Efficiency Strategies

¹² Liquefied Petroleum Gas

¹³ [Securing a green recovery on a path to net zero: climate change plan 2018–2032 – update, Cabinet Secretary for Environment, Climate Change and Land Reform, Dec 2020](#)

¹⁴ No target date specified yet

¹⁵ Public Private Partnership and Design Build and Facilities Management

- Domestic buildings account for 4% (this covers housing concierge, communal heating etc.)

Table 3: Repartition of Council buildings –* The 665 buildings are spread across 282 sites - 254 Council operational sites and 28 PPP/DBFM sites

	No of Buildings	Floor area (m2)
Edinburgh Leisure	52	69,152
PPP/DBFM	35	211,348
Council Properties	578	639,999
TOTAL	665	920,499

The Council's overall energy emissions have reduced by 40% between 2014/15 and 2019/20, largely thanks to electricity grid decarbonisation. The electricity grid is expected to decarbonise further with the development of renewable energies. This could reduce electricity emissions by almost 10,000 tCO2e compared to 2019/20 based on BEIS projections.¹⁶

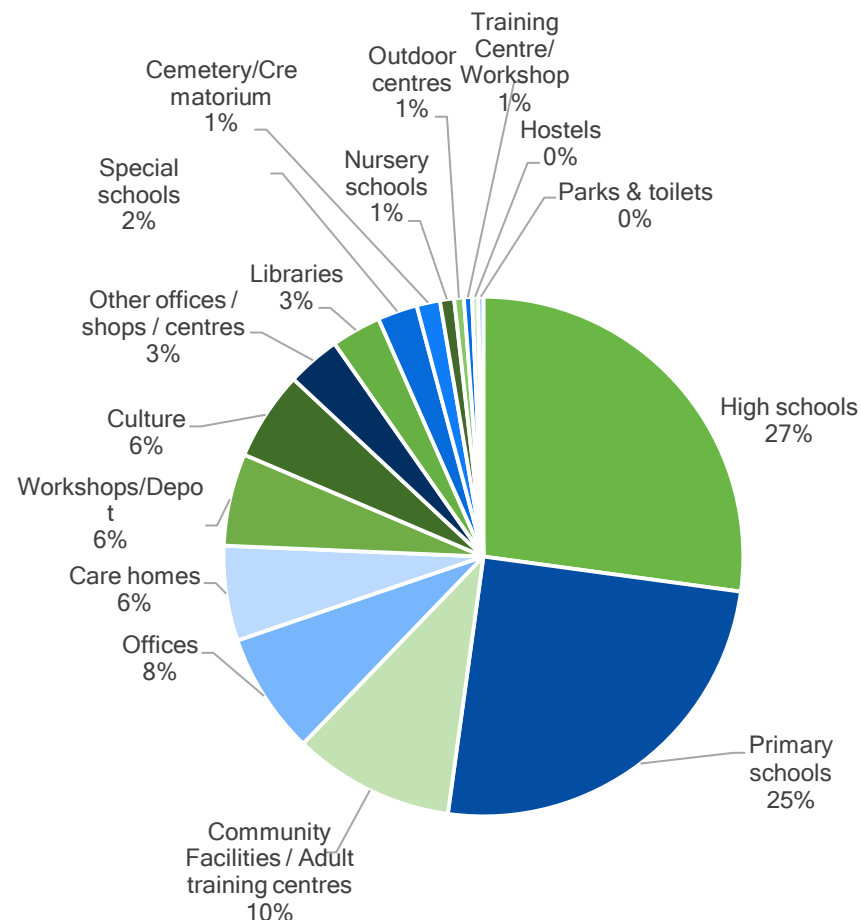


Figure 5: Breakdown of buildings emissions per building type (Includes PPP2 schools but excludes PPP1 schools)

¹⁶ [Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas \(GHG\) emissions.](#)

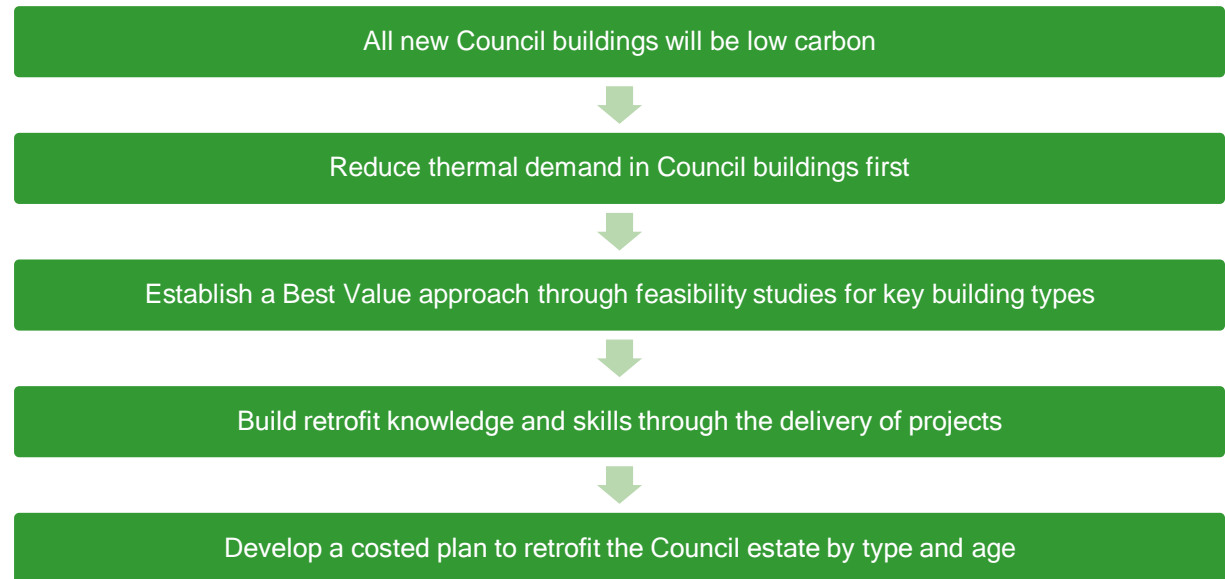
Strategic Approach to Building Emissions Reduction

In acting to reduce emissions from its operational estate, the Council will work with its public sector partners to deliver a place-based approach to public service delivery, ensuring a reduced estate supports a 20 minute neighbourhood model where citizens can access local services within a 10 minute return journey by foot.

In implementing this strategy, the Council will look to use its best assets more efficiently and repurpose existing buildings where possible, with the context of seeking to reduce the size of the estate overall.

Where new buildings are required, the Council will 'lock out' future emissions by committing to ensuring all new builds use alternatives to gas boilers for heat and are built to the highest standards, enabling Edinburgh to become an exemplar early adopter of the Net Zero Carbon Public Sector Buildings Standard. Where new buildings are required, the Council will 'lock out' future emissions by committing to ensuring all new builds use alternatives to gas boilers for heat and are built to the highest standards, enabling Edinburgh to become an exemplar early adopter of the Net Zero Carbon Public Sector Buildings Standard.

In re-configuring existing buildings to support 20-minute neighbourhoods, the Council will bring forward a programme of deep energy retrofit of its operational estate, seeking opportunities for collaboration with public sector partners to secure economies of scale and maximise local job creation. This will require significant



levels of resource and the Council's approach will be to invest in feasibility studies to scope retrofit requirements across the varied set of building types; build knowledge, skills and supply chains through carrying out pilots; and bring forward a costed plan seeking external funding to deliver a phased programme of retrofits, prioritised by building age and type.

Council programmes contributing to net zero

Several key programmes will contribute to the Council's net zero target:



Decarbonisation across the Operational estate:

Passivhaus standard is the default standard on all new builds across the operational estate. For existing buildings,

we aim to roll out a Passivhaus Enerphit-informed approach focussing on reduction of thermal demand through improving building fabric.

This represents a step change in approach to Asset Management Works (AMW) in the Council and will require significant upscaling of works being undertaken. Interventions will prioritise reducing energy consumption by targeting issues such as insulation, air leakage, ventilation and glazing (a fabric first approach) in addition to the traditional objectives such as improving condition. To optimise the level of intervention and approach, buildings will be analysed on an individual basis.



Low carbon heat: We are adopting a focus on Passivhaus Enerphit to reduce demand across Council buildings to facilitate the adoption of low carbon heat. The designation of heat network zones, including a new requirement on the public sector to assess the suitability of its own estate to connect to heat networks, as well as the development of Local Heat and Energy Efficiency Strategies (LHEES) will become a statutory duty for local authorities by 2023.

Assessing the options for delivering low carbon heat will become central to future strategy for Council buildings. This may involve either local plant and/or connection to heat networks. Low carbon heat will be adopted as the default option for new builds in place of other systems such as gas boilers, and suitability for all replacement works of heat generation plant will be considered. Furthermore, the feasibility of localised heat networks for operational buildings will be examined where they offer the potential to deliver efficiencies on individual plant replacement.



Expansion of Solar PV Estate: This involves the installation of solar PV on all appropriate new build Council properties based on right sizing for projected electrical load and availability of roof space. In addition, right sized solar PV will be installed as standard as part of any suitable roof replacement works.

This will align Solar PV works with roof warranties and should also reduce installation costs. The additional carbon reduction initiatives below will be further developed as part of the wider emissions reduction plan and brought for political consideration as appropriate:



Adopting a Circular Economy Approach to manage the Council's Operational Estate: A circular economy approach will allow assets (equipment, plant, fabric, etc) which still have residual value to be identified, recovered and where possible reused instead of them being disposed of. The reuse of assets will not only lead to cost savings but will reduce the carbon footprint of these assets, as well as saving embodied energy. It should also be noted that requirements for Environmental and Sustainability Management are already embedded in the Council's future Repairs and Maintenance contract deliverables.



Investment in 'energy efficiency/demand reduction' innovations and technology to minimise energy use and to reduce overheating: Some energy saving Building Management Systems (BMS) initiatives are already being carried out. This would be an extension to the existing initiatives but on a more granular level and is suggested to look into low-cost 'quick wins'. 'Smart' technology can enable better and more efficient control of energy use in our operational buildings.



Embracing the '20-minute neighbourhood' principle: The Council Business Plan places 20 Minute Neighbourhoods at the centre of its approach to improving locally available services, co locating public sector services and reducing the need to travel to access support. This will have many gains for the City emissions target but also for the Council – particularly where it too results in a strategic reduction in the Council estate as part of re-configuring it to better meet communities' needs.

Currently there are a number of buildings in the operational portfolio which are redundant/closed or are under-utilised. These buildings still require energy to maintain them, especially during the winter months. Re-purposing these buildings or decreasing their number where appropriate will lead to a reduction in annual energy expenditure and therefore a reduction in carbon.

Table 4 presents a first estimation of the carbon savings resulting from the key programmes listed in this chapter.

The future outcomes of the first pilot study¹⁷ will help to refine the potential achievable energy reduction in the overall building's estate¹⁸. It should be noted that the school estate is set to expand due to expected population growth and this is reflected in the future emissions projections.

Table 4: Estimated impact of interventions on buildings emissions

Interventions	Working assumptions	tCO2e
Edinburgh Solar Co-op - Phase 2	Installation of solar panels on six public buildings - total installed capacity of 0.9 MW (assumed generation of 788 MWh/year, 20% grid export)	-62
Estate Remodelling	Estate reduced 50,000m2 by 2030. Estimated savings based on operational estate benchmark consumption figures	-2,070
Replacement new builds delivered to Passivhaus Standard with ASHP ¹⁹	84,100m2 of new build delivered to replace existing assets	-2,935
Expansion of estate	38,000m2 delivered as new/expansion of existing estate	+247
Enerphit based retrofit	Enerphit based retrofit works carried out on half of the retained/existing estate by 2030 (circa 260,000m2) with a targeted space heating demand reduction of 60%	-3,726
Electrification of heat (via ASHP) and conversion to electricity of other fossil fuel loads	ASHP installed on properties that have undergone an Enerphit based retrofit	-3,467
Electrical efficiencies	Electrical efficiencies through improved control, efficient lighting etc. Estimated at an average of 5% of retained load.	-148
Expansion of solar PV Estate	4000 kWp of additional solar PV by 2030 (estimation)	-294
Grid electricity decarbonisation	Medium decarbonisation	-9,783
Total reduction		-48%

¹⁷ Asset Management Board, 17 November 2020, Addressing the Net Zero Operational Carbon Target across the Operational Estate

¹⁸ The first pilot only takes two building to feasibility stage only.

¹⁹ Air Source Heat Pump. Note that the electrification of heat with ASHP will lead to an increase in electrical load, compensated by large gas savings.

As outlined previously, buildings will be analysed on case by case basis and it is anticipated that in some cases, retrofit will not be a viable option due to high costs or technical constraints. The modelling shows that carrying out Enerphit based retrofits on half of the existing estate by 2030 - which would equate to around 15 properties retrofitted per year - would deliver carbon savings of around 4,000 tCO₂e. Pilot works are at an early stage and no funding is yet available for these retrofits. The introduction of Mechanical Ventilation with Heat Recovery (MVHR) may lead to increased electrical use in some properties but insufficient detail is available at this stage to calculate the potential impact of this.

The carbon savings associated with the installation of ASHP18 in Enerphit retrofitted buildings have also been modelled with cost models to follow.

It is also anticipated that a degree of non-technological interventions (such as energy efficiency awareness campaigns) will be required to reduce energy demand in the first place. This will be addressed through the Council engagement and behaviour change programme, as detailed in the Staff Engagement section.

The potential for cost increases when switching from natural gas to electricity present a challenge nationally and locally as too, does the capacity of the city's grid infrastructure. The Council is working closely with Scottish Power Networks as a strategic partner in planning the approach to retrofitting the Council's estate and this will also form a part of the City Net Zero Strategy.

The diversity of the Council estate is also a challenge as it makes a one size fits all approach impossible. Retrofitting to a high standard will help to manage energy cost pressures; however, retrofitting the whole estate to a high standard would require significant investment and is therefore subject to the availability of external funding and development of the required skills and supply chains. The Enerphit pilot will ensure the Council can take an evidence-based approach to understanding the operational and financial implications of retrofitting the Council estate.

Case study: Currie High School, the first Passivhaus-designed high school in Scotland



The new school building will be designed in line with the guiding principles of the Scottish Government's Learning Estate Strategy and will be ready in 2024. The campus will be the first Passivhaus-designed high school in the country, setting a rigorous energy standard which reduces the amount of energy needed for heating by up to 90%. It also lowers the total amount of energy used by around 70% and minimises carbon emissions.

Education, inclusion, outdoor learning and sustainability, digital learning and community access are the core elements of this new community school.

In the modelling shown on Figure 6, remaining emissions illustrated by the orange bar include Edinburgh Leisure, PPP and DBFM buildings, for which no interventions have been modelled as yet, as well as emissions from operational buildings which are assumed to be not viable for retrofitting to Enerphit standard, for example due to the age of the building or other technical constraints.

Numerous projects such as the development of heat-networks projects and net zero developments at Granton, Bioquarter, Fountainbridge and Meadowbank; energy-efficient pilots in communities or the Sustainable Housing Strategy will have significant impact on city-wide emissions rather than Council emissions, hence their absence in the present carbon analysis.

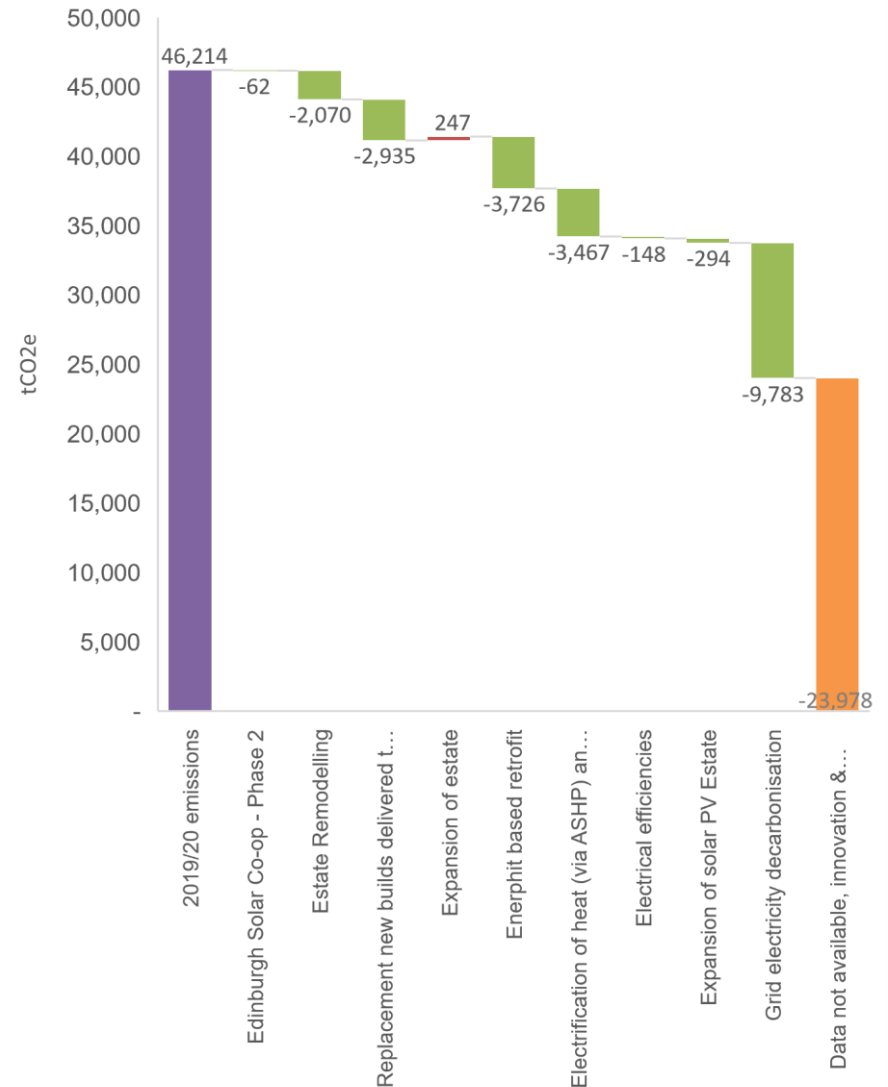


Figure 6: Estimated impact of interventions on buildings emissions. Note that interventions are interrelated: Enerphit based retrofits are necessary to facilitate the deployment of LZC primary plants. Then, large savings from grid electricity decarbonisation can

Table 5: Buildings Phased emission reduction plan

Action	
Phase 1 – 21/22	Enerphit pilots: Identification of two key properties of differing types taking them to Enerphit Retrofit Plan stage with associated mechanical, electrical and plumbing work to deploy LZC primary plant. Feasibility will be costed allowing decision to commence full design and deliver subject to funding. The Pilot will develop Enerphit based methodology for building refurbishment and develop knowledge on best value balance between demand reduction and adoption of low carbon heat.
	Pilot study to include a high-level desk exercise to give an indication of cost across the estate.
	In-house Staff Passivhaus House Design training and knowledge transfer (included as part of Pilot exercise).
	Utilise initial funding to initiate first tranche of Enerphit feasibilities to ERP stage for additional buildings (8-10 buildings). Subject to funding to proceed to design this will allow a potential first tranche of buildings delivered on site in 2022/23.
	Seek budget for delivery of Enerphit based retrofit.
Phase 2 – by 22/23	Develop proposal for enhanced asset management works programme based on Enerphit methodology.
	Deliver first Passivhaus building (2021/22); plus first Passivhaus Primary School (2022/23).
	Start construction works on Enerphit Pilot buildings and the First Tranche (budget depending).
	Work with stakeholders, funders and supply chain to set the groundwork for a step change in approach to asset management works.
Phase 3 – by 2030	Report on outcomes from Enerphit Pilot and set 2030 plan and funding requirements. Test delivery of Enerphit based retrofit approach.
	Move to delivery of wide scale Enerphit based building retrofits.
	Scale up in house resource and supply chain for delivery.



Other energy consumption

In addition to powering and heating operational buildings, 16% of the Council's energy bill also includes a range of energy users from street lighting, stair lighting, alarms, park and ride, trams, through to traffic signals, as illustrated in *Figure 7*.

These emissions are directly tied to emissions from the grid, which are forecast to decrease by themselves as a result of grid decarbonisation. Based on BEIS projections, this could lead to a decrease of around 8,000 tCO_{2e}. Should grid decarbonisation rate improve, these emissions will drop to close to zero by 2030.

Two projects will contribute to the net zero target:

The street lighting LED replacement programme is already underway with completion expected by November 2021. This is expected to reduce emissions by around 450 tCO_{2e} using projected grid electricity carbon factors in 2030²⁰.

Traffic signal LED optic replacement: Currently the council has 610 traffic signal installations, 230 of these are still tungsten Halogen optics which are required to be upgraded to LED optics. Not only will the new signals consume about 80% less energy, they are also more reliable and need to be changed less frequently, reducing emissions from vehicle mileage (about 1,350 miles a year, not captured here), maintenance costs, and waste arising.

These interventions are summarized in *Table 6*. The budget for the street lighting LED replacement programme covers the full duration (3 years) and represents full costs including project management and the introduction of the new CMS (Content Management System).

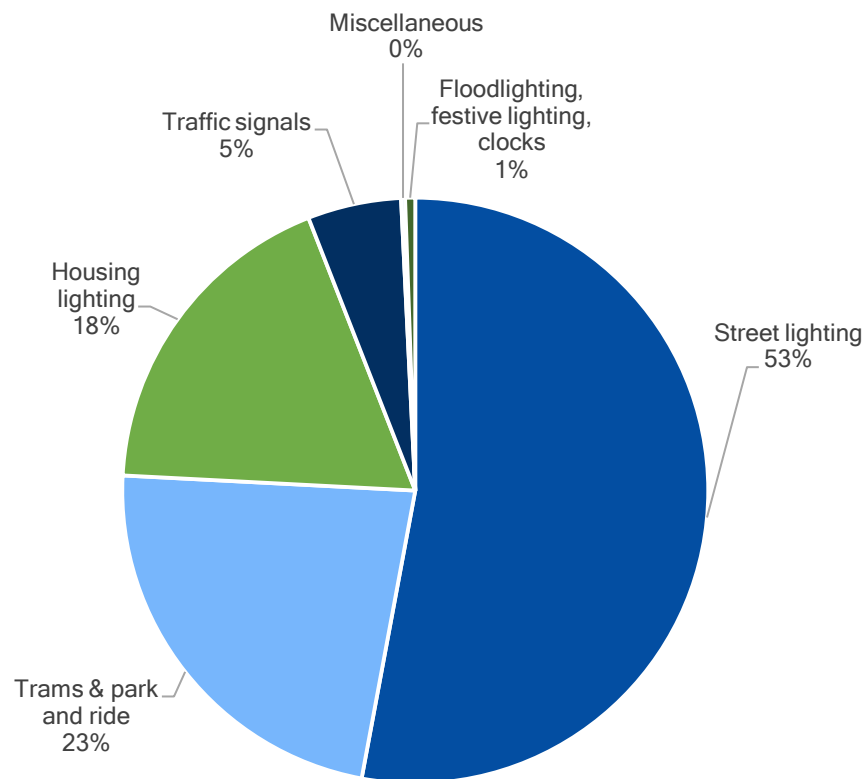


Figure 7: Breakdown of energy consumption, excluding operational buildings

²⁰ Using 2020/21 emissions factors, savings amount to more than 1,000 tCO_{2e}

The resource identified for the traffic light signals replacement is an estimate based on basic upgrade works and doesn't take into account all civil works or traffic management costs.

These costs will be partly covered by funding from other projects if traffic signals replacement is part of future active travel schemes or development works.

Table 4: Estimated impact of interventions in 2030, Other energy consumption

Interventions		Resources	tCO ₂
Street lighting LED replacement programme	LED replacement programme (completed in Nov 2021)	£24.5 m (over 3 years)	-447
Replacement of traffic light signals with LED	Replacement of 230 incandescent traffic light installations	£6.5m (estimate)	-58
Grid electricity decarbonisation	Medium decarbonisation	n/a	-7,819
Total reduction			-68%

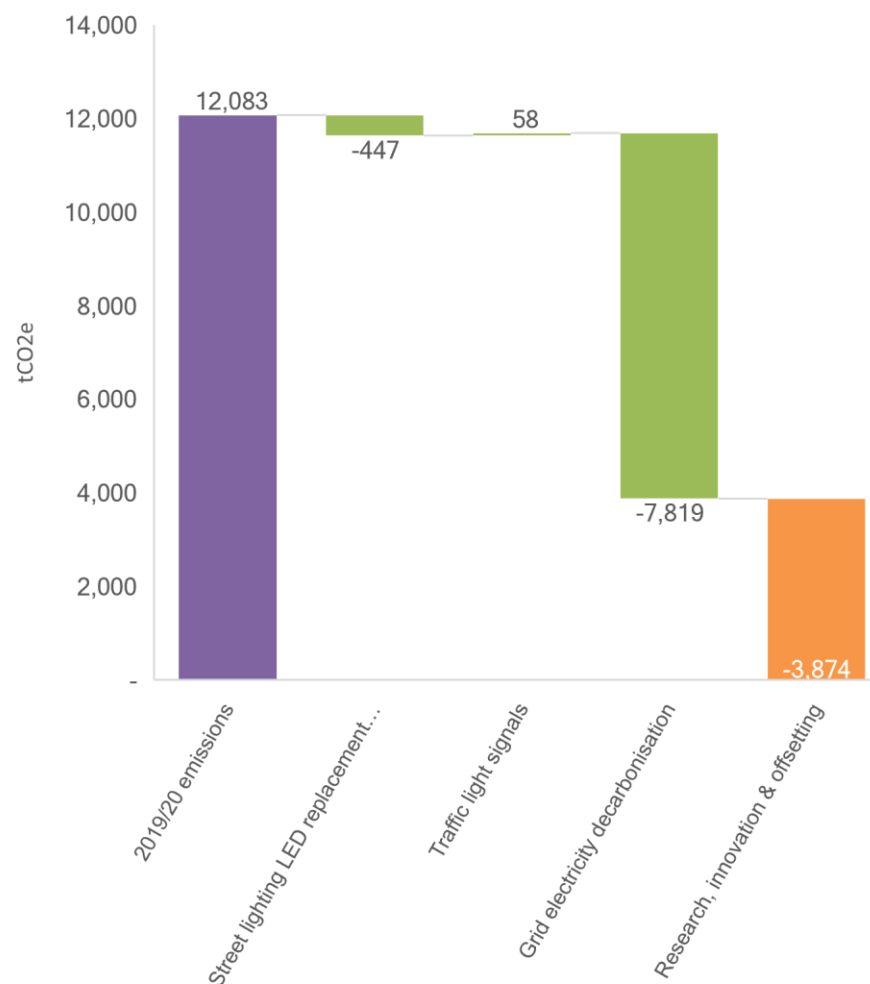


Figure 8: Estimated impact of interventions in 2030, Other energy consumption

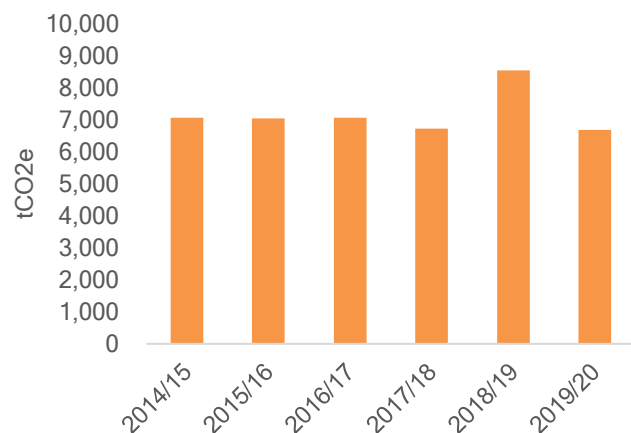


Fleet

Transport emissions are Scotland's largest emission source and this area represents a key priority as progress has been historically very slow compared to other sectors.

Although the Council's fleet emissions represent only 10% of the corporate carbon footprint, tackling these is critical in demonstrating that the Council is taking steps to be an exemplar organisation. However, Council fleet emissions have only decreased by 5% since 2014/15.

Figure 9: Historic fleet emissions



It is Scottish Government's ambition that the public sector leads the way to decarbonise their vehicle fleet, as mentioned in various key documents such as the latest Climate Change Plan update²¹.

Table 5: Scotland's Climate Change Plan update - Key announcements

Scottish Government's ambition	Target year
Majority of new buses are zero emissions	2024
Need for any new petrol and diesel light commercial vehicles in public bodies phased out.	2025
Conditions created to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet.	2030
Need for new petrol and diesel cars and vans phased out	

²¹ <https://www.gov.scot/publications/securing-green-recovery-path-net-zero-update-climate-change-plan-20182032/>

Strategic Approach to Fleet Decarbonisation

In acting to reduce emissions from its fleet, the Council will first act to reduce miles travelled across all vehicle types and reduce the number of vehicles required, by re-designing services and optimising routes. It will then take a phased approach to replacing remaining vehicles with low emission alternatives, focusing on electrification first and working with partners to develop the required supporting infrastructure.

Over the longer-term, an approach to very heavy fleet will be developed to take account of emerging technologies and circumstances where electrification is not a viable option. The Council will also take steps at every stage to ensure journeys are made by the most sustainable vehicle possible, including for example by e-cargo bike where appropriate.

Council programmes contributing to net zero

Electrification of the Council's cars and vans fleet will reduce fleet emissions by around 19% but will not be enough to reach net zero. Reducing mileage travelled is a cost-effective way of further reducing

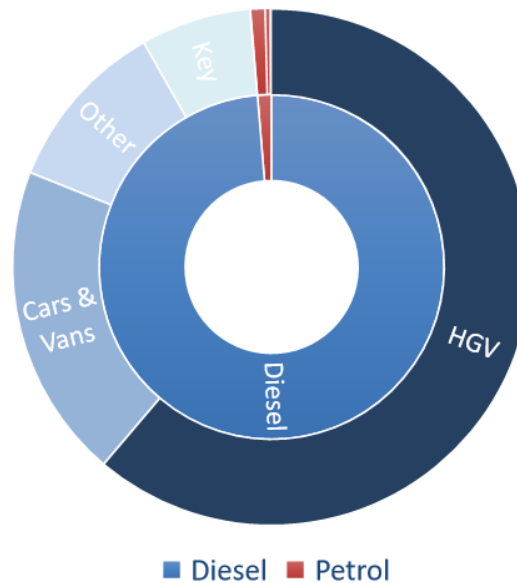
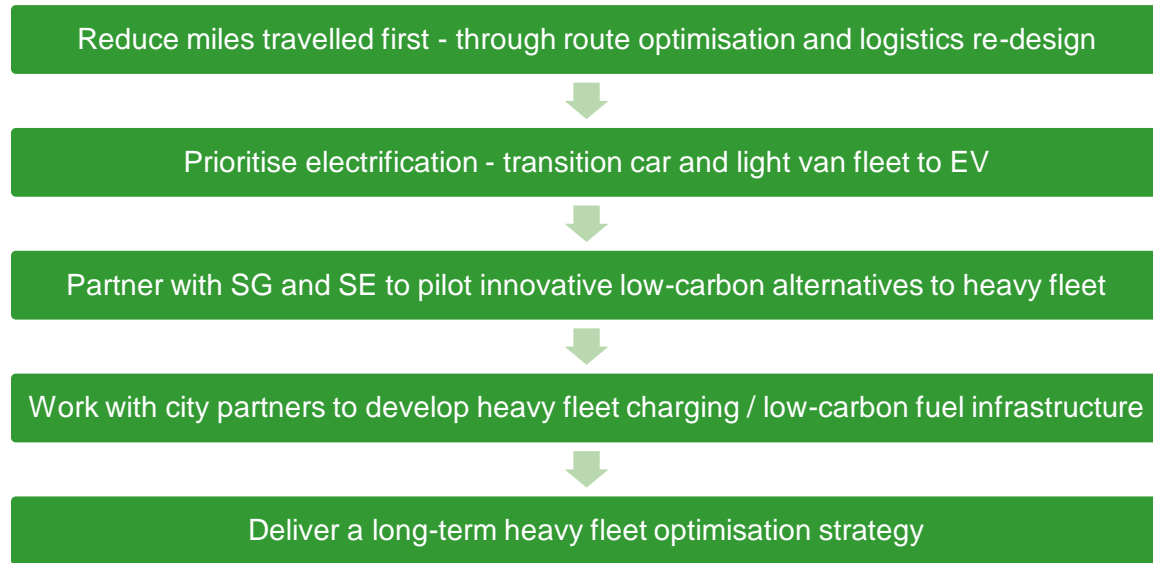


Figure 7 and Table: Main fuel users, Council fleet (2019/20 data)

	Diesel	Petrol
Cars and vans	20%	25%
HGV	62%	0%
Key	7%	70%
Other	11%	6%
Total (litres)	2,530,054	33,250

these emissions – for example, the optimisation of the communal service route (12 refuse vehicles) could reduce emissions by at least 87 tonnes of CO₂e in 2030. Route optimisation of the Council’s Passenger Operations service (75 minibuses) could also reduce emissions by a further 21 tonnes.

More than 98% of the Council’s fuel consumption is diesel, of which HGV are the largest consumers (62%), as indicated on Figure 10. To deliver net zero the Council must replace larger vehicles with low-carbon alternatives (hydrogen, electric, biofuel). Technologies are currently less developed than for cars but are developing quickly and the Scottish Government is committed to support local authorities to “green their bus, HGV and other vehicle fleets and encourage them to embrace this change” and to “continue to work to establish a Zero Emission Heavy Duty Vehicle programme with Scottish Enterprise to support innovation in the Scottish supply chain for HGVs.²²” The Council will actively pursue opportunities to participate in this work and pilot new innovations for heavy fleet.

The emissions reduction plan assumes a replacement of around half of these larger vehicles (HGV, 4x4, mini-buses, refuse vehicles etc. based on current knowledge of replacement options per vehicle type) with an increased electricity consumption should they be replaced by electric vehicles.

In addition to fleet, 70% of the petrol consumption comes from non-road vehicles such as chainsaws, lawnmowers and other equipment. The Council will bring forward a plan to upgrade these with non-fossil fuel alternatives. The carbon impact is expected to be marginal as petrol represents about 2 % of the total fuel

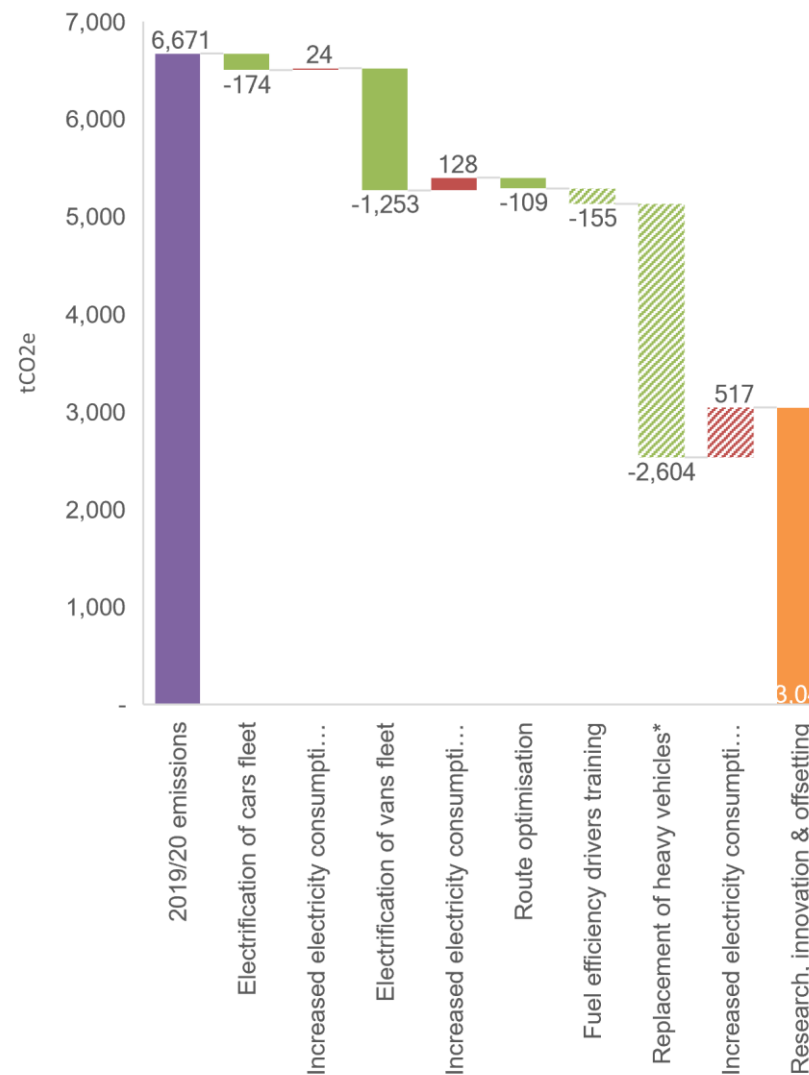


Figure 8: Estimated impact of interventions on fleet emissions

²² “Protecting Scotland’s Future: the Government’s Programme for Scotland 2019-20”. Published 3 Sep 2019

consumption but there are also safety, noise reduction and air quality co-benefits for taking action in this space.

The interventions summarized in *Table 8* could reduce fleet emissions by 54%. Remaining emissions would come from larger vehicles for which low-carbon alternatives are being explored. The phased plan presented on *Table 9* aims to close that gap while dealing with current technological uncertainties around the most adequate type of fuel for heavy vehicles (hydrogen, electricity, biofuels).

Other challenges and barriers include ensuring that mobile workers have access to charging infrastructure in their private homes, ensuring that Council locations are equipped with charging points and ensuring that the electricity grid has sufficient capacity to withstand the increased electricity demand.

Work is ongoing to cost transitioning the full fleet to low emissions vehicles and further detail will be provided in the final version of this plan. As an example, an electric Refuse Collection Vehicle (RCV) – including charging infrastructure – costs an estimated £500k. For a fully hydrogen powered vehicle, costs can be as high as £600k. This compares with costs of around £160k for a diesel RCV. For smaller vehicles, cost differentials range from £5-12k for cars and small and medium vans. Large electric vans currently cost approximately three times as much as diesel, and electric minibuses cost double their diesel equivalent.

Following work to first redesign services and routes to reduce miles travelled and therefore the number of vehicles required, a costed fleet optimisation strategy will be brought forward. The Council will explore funding opportunities to meet these costs – taking account of potential savings from maintenance (30% estimate) and fuel costs (80% estimate).

Numerous other projects such as the tram network extension to Newhaven, the introduction of a Low Emission Zone, the installation of on-street EV charging infrastructure and the City

Centre Transformation Strategy will have significant impact on city-wide emissions rather than Council emissions, hence their absence in the carbon analysis.

Table 8: Estimated impact of interventions - Committed and potential (in italic) - Fleet-related emissions

Interventions		tCO _{2e}
Electrification of cars fleet	Calculations based on 2019/20 fleet cars fuel consumption	-174
Increased electricity consumption from EV car fleet	increased electricity consumption at 0.2 kWh/km	+24
Electrification of vans fleet	Calculations based on 2019/20 fleet vans fuel consumption	-1,253
Increased electricity consumption from EV van fleet	increased electricity consumption at 0.25 kWh/km	+128
Route optimisation	Route optimisation for communal collection (12 vehicles) – 87 tCO _{2e} Route optimisation of the Council's Passenger Operations service (75 minibuses) thanks to the use of new technology could - 21 tCO _{2e} .	-109
<i>Fuel efficiency drivers training</i>	<i>Expected savings of 6% in the long term (Energy Saving Trust).</i>	-155
<i>Replacement of heavy vehicles*</i>	<i>Assuming reduction in 50% of diesel consumption from diesel, buses, 4x4 (885,000 L)</i>	-2,604
<i>Increased electricity consumption from HGV fleet</i>	<i>Increased electricity consumption at 1.15 kWh/km</i>	+517
Total reduction		-54%

Table 6: Fleet – Phased emission reduction plan

Action	
Phase 1 – 21/22	Complete 100% electrification of car fleet (2021)
	Commit to 100% electrification of light van fleet and develop a business case for implementation with HR and trades unions
	Work with city partners to explore the potential for developing a joint approach to hydrogen solutions for very heavy fleet
	Work with Edinburgh Universities to scope the feasibility and cost of utilising biofuels during transition period and for any back-up capacity required
	Work with the Energy Savings Trust to develop and implement initial route optimisation strategies, including fuel efficiency drivers' training
	Ensure new technology is resourced to allow route optimisation and real time management information for the Council's Passenger Operations service to reduce kilometres travelled and emissions.
Phase 2 – by 24/25	Re-design CEC travel and logistics services to ensure co-ordinated and efficient vehicle utilisation across the city and maximise the use of zero emission vehicles
	Work with third sector partners to pilot the replacement of business journeys by car with e-cargo bikes and roll-out training in e-cargo bike use to target staff groups
	Work with public sector partners to develop a city-wide network of EV charge points/depots to service public sector fleet, to be made available on Chargeplace Scotland for members of the public to use out-of-hours, beginning with 50 additional chargers initially, with 20% being rapid chargers
	Begin the roll out of electric light van fleet at point of life-cycle replacement of existing vehicles
	Pilot the use of two electric RCVs, subject to identification of external resources, to inform the development of a fleet optimisation strategy
	Commission support to develop a fleet optimisation strategy for transitioning the light (<3.5t) and heavy (>3.5t) fleet to appropriate zero emissions alternatives – e.g. hydrogen, identify back-up requirements for e.g. power outage, and to inform further route optimisation activity
	Commit to replace equipment such as lawnmowers and chainsaws with non-fossil fuel alternatives when appropriate
Phase 3 - by 2030	Develop a business case for implementation of a fleet optimisation strategy to transition the remaining heavy fleet to zero emission solutions that deploy hydrogen, electric, bio-fuel, hybrid and other technologies as appropriate
	Secure external funding to transition the remaining fleet to zero emissions, including bio-fuel for back-up capacity where possible



Waste

Waste emissions represented as much as 40% of the Council's carbon footprint in 2018/19. This figure dropped significantly to 8% in 2019/20, after Millerhill plant became operational, diverting most of the residual waste from landfill to the Energy from Waste facility. Waste emissions have decreased by 84% since 2014/15.

For the purposes of this plan, emissions from waste refuse vehicles are included in the fleet category.

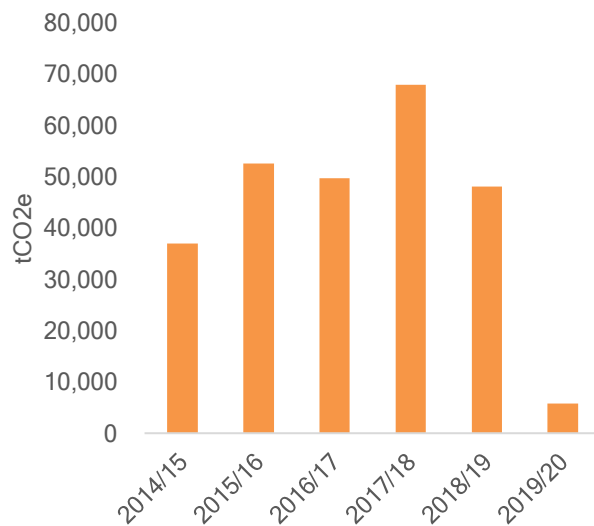


Figure 9: Historic Waste emissions

In the latest Climate Change Plan update, the Scottish Government set ambitious targets to reduce waste related emissions, as indicated in Table 10.

Table 7: Waste commitments – Scottish Government's Climate change plan update

Scottish Government's commitments	
Energy from Waste (EfW)	Consider measures to ensure new Energy from Waste plants are more efficient and how waste infrastructure can be 'future-proofed' for CCS technology.
Landfill gas	Double # of landfill gas capture sites that undertake investigative or development work by 2025 & provide funding to support this.
Reductions in waste	<ul style="list-style-type: none"> - Deposit Return Scheme by 2022 - Ban problematic single use items - Consult on a charge on single use disposable beverage cups + increase the carrier bag charge from 5p to 10p
Increased recycling rates	70% of all waste recycled by 2025 Consult on requirements to separately collect garden waste (by 2023), textiles and hazardous elements of household waste (by 2025). £70 m to improve local recycling collection infrastructure
Food waste	-33% from 2013 baseline by 2025
Biodegradable waste to landfill	Ban by 2025

Strategic Approach to Waste emissions reductions

As the Council provides the domestic waste service for the city, emissions from citizens' waste are included in the Council's carbon footprint. The Council will therefore take a two-fold approach, focusing on improving the waste collection and recycling offer to citizens, and supporting and encouraging citizens to adopt the 'reduce, re-use, recycle' hierarchy as part of promoting a local circular economy for the city.

In taking this forward, the Council will work with Scottish Government and other strategic partners to explore incentivisation models for both citizens and producers of consumer goods to reduce waste, seeking to invest savings from system changes such as the deposit return scheme in the redesign of services and use of SMART technology to improve recycling rates and service efficiency.

Council programmes contributing to net zero

The emission reduction plan considers two measures to reduce waste emissions:

- **Reduce total tonnages of waste arising** – in particular residual waste



(landfilled and incinerated), despite the projected increase in population.

- **Divert food waste from incineration to food waste recycling.** It is estimated that roughly one third of residual waste tonnages is food waste. Efforts could be targeted to ensure that this is properly sorted to be recovered through anaerobic digestion.

Reducing waste and improving recycling are in line with the waste hierarchy: “reduce,

reuse, recycle”. Actions are underway to remove single use-plastics in Council buildings and schools (by e.g. installing water coolers) and to shift to paperless working across all viable services.

Substantial reduction in paper and envelopes purchased have been achieved with carbon savings estimated at around 25 kgCO₂e/year. With most staff now working from home, these figures will increase further. Furthermore, the Council is using

Warp-it, a resource redistribution platform. Since the use of this tool in 2016, a total of 135 tonnes of waste have been saved from landfill, enabling savings of nearly £0.5M to date. This tool meets the Council's three key priorities:

- *Sustainability*, through waste reduction, diversion from landfill and fostering a "circular economy culture"
- *Wellbeing*, through the support of local groups and communities. The tool has already benefited third sector organisations and there is a potential to use this tool more widely in the city, encouraging third sector organisations and business partners to join, thus developing stronger relationships or new partnerships with other local organisations.
- *Poverty prevention and eradication*, through wider engagement with third sector organisations the potential to reuse, refurbish and redistribute high quality goods and unused items to poorer households.

It should be noted that households waste tonnages are also included in the Council's carbon footprint and dwarf the tonnages generated by Council buildings. Council-specific projects have a negligible impact on overall waste tonnages collected by the Council and are not illustrated on the waterfall chart on the following page (*Figure 13*)

However, Council based initiatives are cost-effective and key to supporting the Council's city leadership role, including in acting as an exemplar organisation in reducing its own emissions.

Projects that aim to reduce household waste tonnages and increase recycling are:



Communal Bin Review: Programme to review current bin locations and enhance capacity for recycling across all streams but in particular food and glass.



Waste Prevention activities: Pilot to improve segregation of materials for reuse at one or more household waste recycling centres



Food waste campaigns: Campaigns to encourage uptake of household food waste collection



Deposit Return Scheme: The UK and Scottish Governments are developing a deposit return scheme for selected drinks containers. This means that those containers are likely to be significantly diverted from Council waste and recycling streams. Recycling of these materials is expected to increase but will no longer contribute to local authority waste performance.

There are considerable areas of uncertainty in the coming years as a result of legislative changes in the waste arena which make setting targets very challenging. Future improvements are likely to rely heavily on

changes to consumer behaviour, development of new recycling markets, and changes to legislation which are either likely to have less impact than the changes undertaken to date or fall outwith the Council's control.

For example, the UK and Scottish Governments are reviewing the extended producer responsibility (EPR) legislation around packaging waste and potentially other waste streams such as mattresses. These are expected to support an overall reduction in carbon emissions but the impact of these and the scope of the latter are currently unknown.

As with the deposit return scheme, materials which are collected through retailer takeback will not count towards local authority performance measures. Furthermore, the increase of home working during the pandemic has led to an increase in the amount of household waste arisings. Although there is still no visibility around working patterns post-COVID, this trend is expected to continue after the pandemic, leading to an increase in emissions versus baseline. This will be addressed in the final plan when it is published in October.

A phased action plan is summarised in *Table 12* and includes the key milestones for the waste and cleansing services to reduce emissions. Significant resources are in place to support early actions on improving the service offer in high-density areas of the city and to carry out initial re-design work to reduce the number of vehicles required. For example, the Communal Bin Review budget amounts to £5 million.

The later stages of the phased action plan are subject to successful bids to the Scottish Government's Recycling Infrastructure Fund. It is also anticipated that the Extended Producer Responsibility (EPR) for packaging materials will represent a potential source of funding towards a fundamental re-design of local authority waste collection, but the exact shape and scale of this is not clear yet. However the costs are likely to be significant with the use of smart bin sensors, for example, estimated to require £3 million²³ of capital investment with a spend to save return on investment period of eight years.

Waste is likely a sector where residual emissions will be impossible to fully eliminate as even if 100 % of waste tonnages were recycled or composted, emissions would be generated during the process. As such, it is technically impossible

²³ Based on 11,000 bin sensors and 500 homes sensors. These costs can be partially funded by ERDF (£1.3 m)

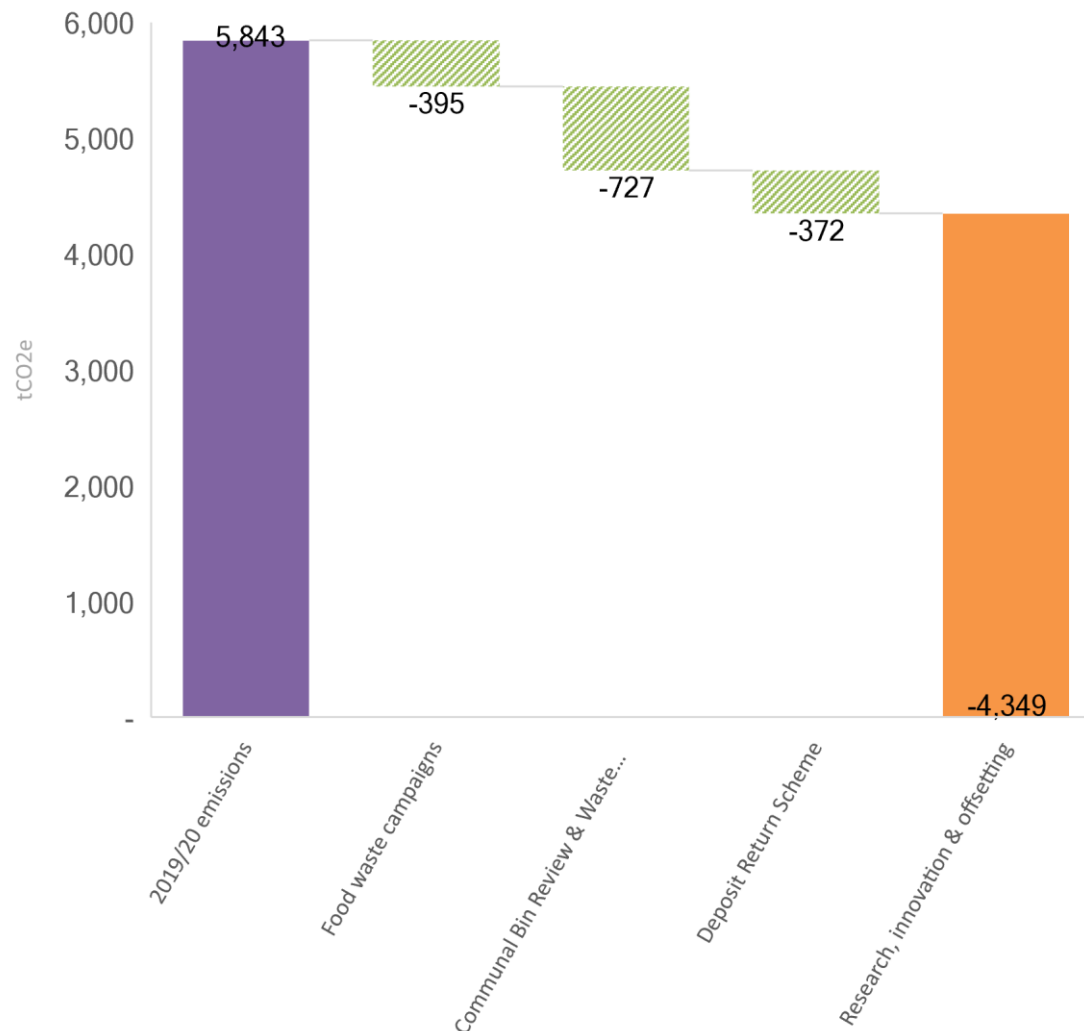


Figure 10: Estimated impact of interventions on Waste emissions

to fully eliminate the orange bar on *Figure 13*, and this sector will probably rely on offsetting, reemphasising the need for other sectors to achieve larger reductions.

Table 8: Estimated impact of interventions - Waste-related emissions. Note that carbon savings are based on working assumptions.

Interventions	Working assumptions	tCO_{2e}
<i>Food waste campaigns</i>	Assuming current food waste tonnages in residual waste bins is reduced by 80% and recycled (AD) instead.	-395
<i>Communal Bin Review and Waste Prevention activities</i>	Assuming 10% reduction in incinerated waste, 5% reduction in landfilled waste Achieved thanks to waste prevention activities and communal bin review.	-727
<i>Deposit Return Scheme</i>	Assuming that 17 kt of waste will be diverted from Council waste collections and collected by the scheme instead. Rough estimate based on ZWS model.	-372
Total reduction		-26%

Table 9: Waste - phased emission reduction plan

Action	
Phase 1: by 22/23	Provide additional communal re-cycling bins for high-density properties over the next two years to deliver an increase in communal re-cycling bins across the city (Completed by 2023)
	Implement routing changes for kerb-side food waste collection to support reduction of the fleet by two vehicles
	Deliver an awareness raising campaign to encourage citizens to reduce, re-use and recycle (2021/22)
	Work with the third sector and Scottish Government to explore incentivisation models for increasing re-use and recycling of bulk items (2022/23)
	Improve the recycling infrastructure in schools and explore options to enhance facilities management capacity to support its use to divert further waste towards recycling as opposed to recovery (2021/22)
Phase 2 – by 24/25	Improve the city’s domestic recycling infrastructure through expanded household waste recycling facilities and capacity, and the use of smart technology such as RFID tags, bin sensors, near-field communication and smart phone apps, subject to successful bids to the Scottish Government Recycling Infrastructure Fund (2025)
	Review dry mixed recycling contract specifications at point of expiry to identify opportunities for requiring contractors to extract more value from materials (2025)
	Review the impact of the Extended Producer Responsibility and Deposit Return Scheme on the city’s domestic waste service requirements and bring forward service redesign proposals which ensure that at least 50% of any savings are re-invested in further actions to reduce the Council’s emissions
Phase 3- by 2030	Implement a new waste plan to deliver re-designed waste services that maximise the use of new and emerging technologies and are responsive to the changed needs and working patterns of the city post-Covid.



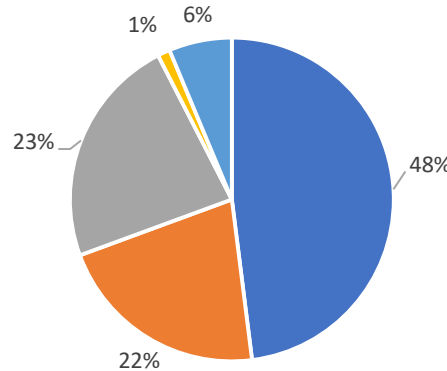
Business Travel

Business travel accounts for around 3% of the Council's footprint. It does not include employees' commuting to work, which appears in the transport section of the city's footprint. There are significant financial, health and wellbeing benefits associated with staff shifting from cars and taxis and in particular, to active transport such as walking and cycling for both business travel and commuting.

The Council has several schemes in place to support staff in making more sustainable transport choices, many of which have the potential to support shifts in both commuting and business travel behaviour. However, the travel data presented in this plan relates to business travel only, for the purposes of focusing on the emissions within the Council's organisational footprint.

Figures 14 and 15 show the Council's emissions from business travel broken down by transport type and by year.

The Council's business travel emissions have increased by 64% in the four years since 2016 and are 19 % higher than 2014/15 levels, mostly due to an increased use of black cabs. Data on trains and flights have only been available since 2019/20 and trend information will be available in future years, with lockdown restrictions from early 2020/21 expected to

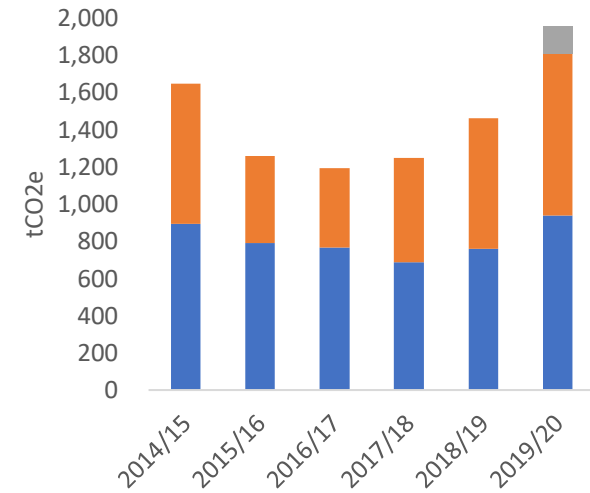


- Average Car - Unknown Fuel tCO2e
- Taxi (black cab) tCO2e
- Taxi (regular) tCO2e
- Rail (National rail) tCO2e

Figure 1411: Breakdown of business travel emissions

lead to a significant drop in these emissions.

At present, almost half (48%) of business travel emissions come from 'grey fleet mileage' where staff use their own car for business travel and claim back mileage costs), followed by taxis at 45%, with the majority of use relating to service provision by Health and Social Care and Communities and Families – for example transport for vulnerable adults or children with additional support needs. Grey fleet mileage also predominantly comes from these two directorates (88%) and from Place Management (17%, mostly in



- Grey fleet mileage
- Taxi
- Trains and flights

Figure 15: Historic business travel emissions

connection with inspection activities and site visits).

The Council's Business Travel and Accommodation Guidance requires staff to quantify and consider carbon emissions when choosing transport and to prioritise low emission modes. At the end of 2019, the Council agreed to review the guidance to consider extending its scope to Elected Members, but this has been delayed by the impact of Covid and travel by both Elected Members and staff has been significantly reduced during lockdown.

The guidance will now be reviewed and brought to Committee in October, alongside the final draft of the Council Emissions Reduction Plan.

Strategic approach to business travel

In acting to reduce emissions from business travel, the Council’s approach is to adopt a ‘sustainable first’ model - whereby business travel policies, procedures, guidance and benefit schemes are centred around a sustainable travel hierarchy (*Figure 16*), and infrastructure and facilities are improved to make sustainable choices easier.

To build on these foundations, the Council will then bring forward a new travel and logistics service to support citizen’s needs and reduce miles travelled by private car or taxi in connection with service provision and support.

To maximise the impact of all these measures, the Council will also focus on enabling activity, including staff engagement and awareness raising to encourage business travel behaviour change.

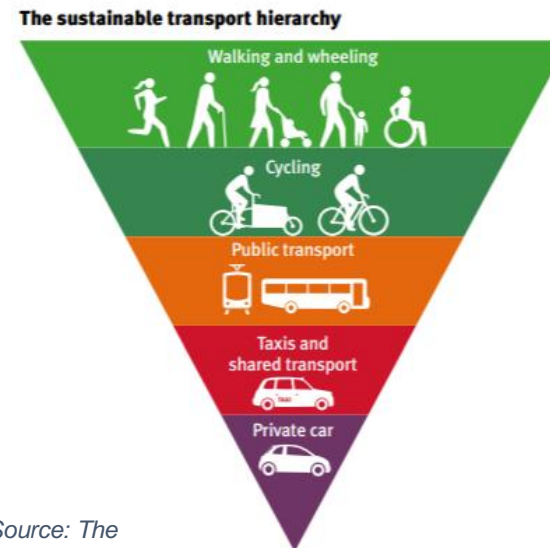
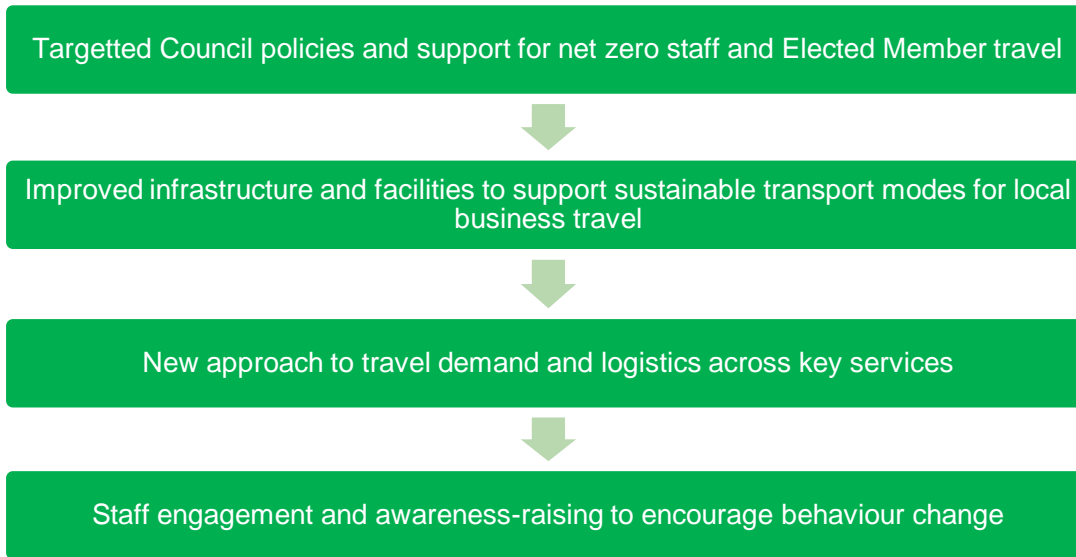


Figure 12: Sustainable transport hierarchy. Source: The City of Edinburgh Council - City Mobility Plan 2021-2030

Council programmes contributing to net zero

Supporting employees to make more sustainable transport choices in both their personal and professional lives is a key priority and the Council has recently put in place a number of new staff benefits schemes which will help facilitate this, including:



The extension of the cycle to work scheme from £1000 to £3000, which will allow employees to purchase electric bikes and make cycling an attractive option for a larger number of staff.



The new green car scheme, which will help employees to purchase electric vehicles and contribute to reducing grey fleet emissions, and to a larger extent, city-wide emissions.

In addition to these staff benefits schemes, employees also have access to pool bikes for business travel. Furthermore, supporting employees to work from home and make use of video conferencing is likely to help reduce grey fleet mileage, with these benefits continuing if home working persists at an increased level following the removal of current lockdown restrictions. Homeworking will be addressed as part of the Council's recovery plans and will be reflected in the final version of this emissions reduction plan.

The emissions reductions illustrated at *Figure 17* (p33), plus further emissions reductions which it is not currently possible to carbon cost, will be delivered through a phased emission reduction plan, set out at *Table 14* (p 34). The plan aims to build on current good practice, increase capacity, and engage staff in Phase 1; focus on service re-design and infrastructure development in Phase 2; and cement the use of electric vehicles in Phase 3.

A 50% reduction in grey fleet mileage has been assumed and this will be revisited in future years in light of current work on travel and logistics planning and redesign. Interventions that cannot be carbon costed but will contribute to reducing the emissions represented by the orange bar in *Figure 17*, include the revision of the use of Council parking spaces, the revision of the Council business travel policies, or the staff engagement programme.

In addition to the above actions, the work that the Council is doing around mobility with the City Plan 2030, the City Centre Transformation and the City Mobility Plan which put pedestrians at their core through the 20-minute neighbourhood model, aims to ensure the right infrastructure is in place to encourage business travel as well as commuting to be done on a sustainable way.

Lastly, this area of the footprint is heavily reliant on behaviour change and this will be supported by campaigns and work to develop carbon foot printing apps, as detailed in the Staff Engagement section of this plan.

Table 13: Estimated impact of interventions - Committed and potential (in italic) – Business travel-related emissions

Interventions		tCO _{2e}
<i>Reduction in grey fleet mileage</i>	<i>Reduction of 240,000 car km per year. Grey fleet mileage halved in 10 years - more use of fleet cars and more video conferences</i>	-485
<i>Use of electric taxi rather than diesel</i>		-870
<i>Increase in electricity consumption from electric taxi</i>		+89
<i>Reduction in number of domestic flights</i>	<i>60% reduction (less travel overall and train instead of plane)</i>	-25
<i>Reduction in number of short haul flights</i>	<i>20% reduction</i>	-7
<i>Reduction in number of long-haul flights</i>	<i>20% reduction</i>	-9
Total reduction		-67%

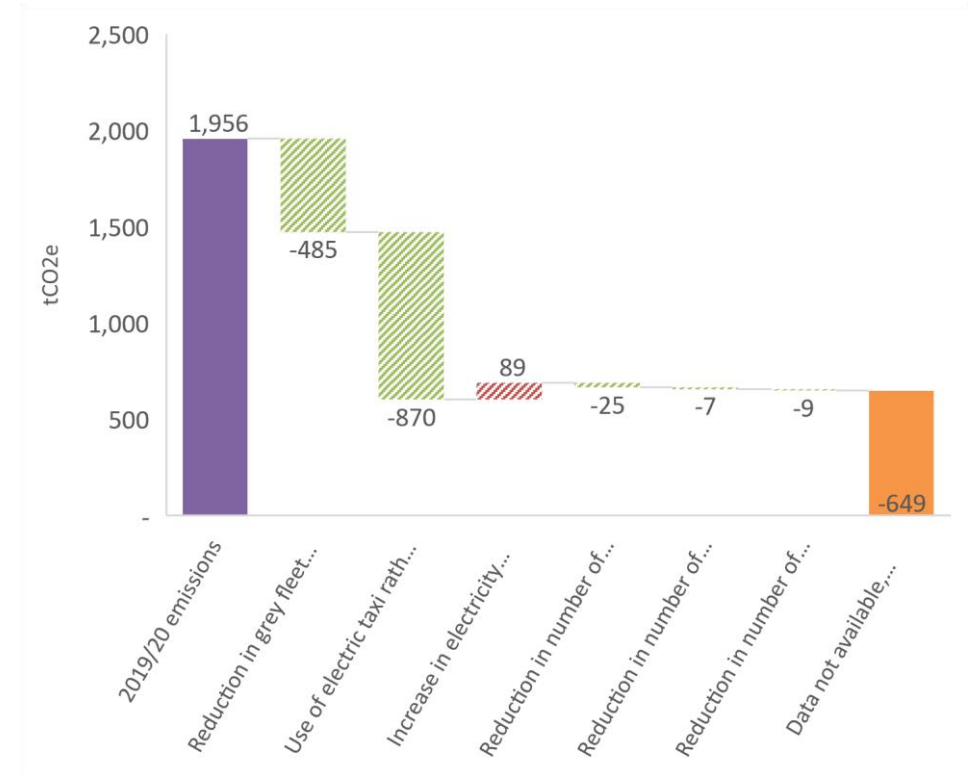


Figure 13: Estimated impact of interventions on business travel emissions

Table 104: Business travel - phased emission reduction plan

Action	
Phase 1: 21/22	Review Council business travel policies, procedures and guidance to ensure they are centred around a sustainable travel hierarchy that takes account of employees' operational base location and incentivises staff to consider the most sustainable mode of transport first. (Oct 2021)
	Re-establish Transport Allocation Panels to support citizens' needs and reduce miles travelled by private car and taxi in connection with service delivery
	Finalise a Sustainable Staff Travel Plan and create a new corporate Sustainable Travel Officer post, funded by Paths for All through the Smarter Choices, Smarter Places programme, to oversee its implementation and monitoring and explore additional grants to support improvement of active travel facilities at council sites.
	Deliver a staff engagement programme to raise awareness of new staff travel plan and policies, and encourage uptake of staff benefit schemes supporting sustainable transport modes; subject to Covid restrictions, to events such as Dr Bike sessions, ebike pools and sustainable transport subsidies.
Phase 2: by 24/25	Re-design the myTravel booking system to support the new Sustainable Staff Travel Plan and sustainable travel hierarchy
	Review the designation and use of Council parking spaces to encourage more sustainable transport choices
	Commit to phasing out air travel for business as part of an integrated approach to digital innovation in public sector strategic and operational delivery
	Work with third sector partners to pilot the replacement of business journeys by car with e-cargo bikes and roll-out training in e-cargo bike use to target staff groups
	Ensure the Active Travel Action Plan and Investment Programme delivers an active travel infrastructure which supports modal shift for business travel
Phase 3: by 2030	Deliver an EV charging infrastructure that takes account of grey fleet travel routes and demand to support the decarbonisation of grey fleet journeys
	Commit to 'EV only' for business travel by taxi



Staff Engagement

It is estimated that 16% of carbon savings identified in this report will require some degree of behaviour change:



Staff and school students saving energy at school and in public buildings.



Staff and Elected Members reducing the amount of flights they take.



Staff and Elected Members choosing sustainable travel modes when travelling for business.



Residents reducing the amount of waste they generate and recycling more.

Colleague engagement and empowerment is at the heart of our approach to

sustainability. Whilst it is challenging to quantify the impact of individual engagement activities on Council emissions, behaviour change is a key contributor to reaching the Council's 2030 net zero target, even more so for the City target.

Educating, informing and engaging colleagues on the implications specific actions and behaviours can have on Council and city emissions, will empower individuals to make informed choices and take action within the workplace and at home.

The proposed staff engagement programme presented on *Table 15* includes an objective to roll out 'Climate Literacy' training to 2,250 employees by 2025.

It is recommended that £40,000 of the £300,000 sustainability fund allocated within the Council's 2021/22 revenue budget be allocated to roll out a climate literacy programme. In addition to contributing to the Council's 2030 net zero

target, this training would also support the Council's learning and development objectives outlined in the new People Strategy (2021-2024) and the Workforce Plan which underpins it.

This programme also contributes to meeting the Council's commitments as a signatory to the Edinburgh Climate Compact (*Appendix 2*); specifically, to:

- Roll out climate literacy for staff, including the management team as a minimum
- Promote, support and enable employee choices and behaviours to contribute positively to a net-zero future.

Table 115: Staff Engagement programme

Phase	Action
Phase 1: 2021-22	Sustainability Network: Collaborative network to harness existing assets and resources for members to enable teams to become more sustainable. Support promotion of best practice across council workstreams.
	Climate lunch and learns: Raising awareness and encouraging action on key issues, such as sustainable staff travel and waste reduction (Organise eight climate lunch and learns per year)
	Supporting colleagues to reduce emissions from energy and waste in the workplace: Promoting and encouraging re-use, repair and recycling.
	Awareness and engagement around procurement strategy: Support, decision making and scrutiny and enable to make informed choices and act on issues which help to reduce the council's emissions
Phase 2: 2022-26	Climate Literacy training for elected members and colleagues: Support, decision making and scrutiny and enable to make informed choices and act on issues which help to reduce the council's emissions Aim to train approx. 15% workforce, 2,250 employees by 2025.
	Carbon tracking app for colleagues: Our consultation and engagement work over the last year has made clear that people often do not understand their carbon footprint or the relative carbon value of the alternative 'choices' they have. This would support, decision making and scrutiny and enable individuals to make informed choices and act on issues which help to reduce the council's emissions. It would also build an understanding of work-based behaviours that could be supported to change with targeted organisational incentives or smart/digital reform. Aim for a 15% workforce adoption by 2025.
Phase 3: by 2030	Encouraging staff modal shift from vehicle use to active travel: Delivery of 20-minute neighbourhood hubs in communities will support inter-service commuting, by foot, bike or public transport. Promotion of Council Pool Bikes, Bicycle Mileage allowance and Cycle to Work scheme for short business trips to help reduce pollution and reduce the number of cars used in central Edinburgh and in other areas of the city.



Procurement and Circular Economy

The annual Scottish public procurement spending power amounts to £11 billion and has a critical role to play in the climate emergency response. Emissions from purchased goods (i.e. 'consumption-related' emissions) are not included in the Council's carbon footprint, insofar as they are generated out-with the city's territorial emissions boundary. The calculation of procurement-related emissions is complex, and we are working with partners to understand these emissions better. The City Net Zero Strategy will still seek to address these emissions by including strategic action on developing a more circular economy within the city and shortening and decarbonising supply chains.

The Council has an established internal Sustainability Board which meets monthly to coordinate and prioritise an accelerated reduction in climate emissions, and the procurement team is represented on this board. The Council is a member of the Scottish Government Procurement and Climate Change Forum whose aim is to work towards the Government Commitment to mobilise the £11 billion of annual public procurement to support our climate emergency response. This includes consulting on legislation to require public bodies to set out how they will meet

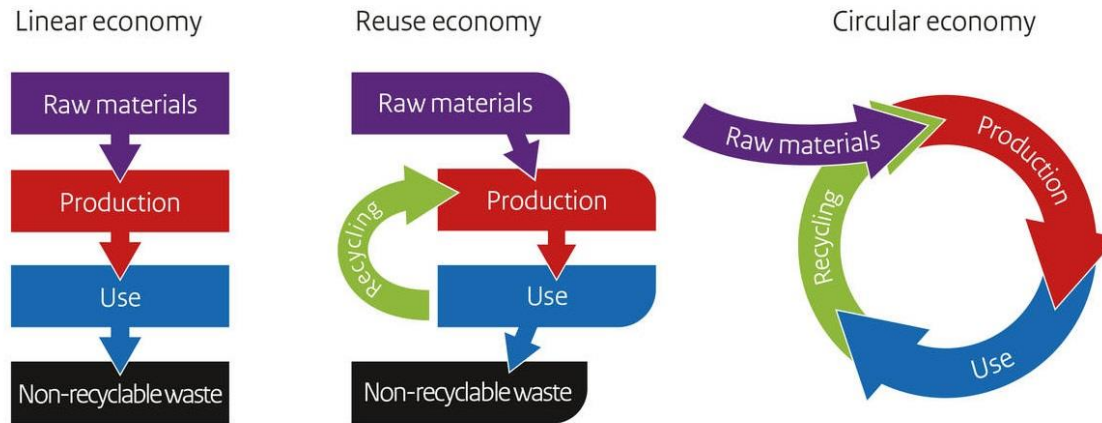


Figure 14: Explainer - from Linear to Circular economy (Source: <https://www.government.nl/topics/circular-economy/from-a-linear-to-a-circular-economy>)

our climate change and circular economy obligations and to identify and/or commission targeted activities or work streams which will help influence and empower our buyer, supplier and key stakeholder communities. The Council has also been working closely with the Scottish Government's Sustainability Team and Zero Waste Scotland to look at embedding the circular economy in Council practices.

The Council's new Sustainable Procurement Strategy, introduced in March

2020, puts sustainability at the heart of the procurement programme for the next five years and aims to contribute to the city's 2030 target.

The Council's procurement activity directly supports the delivery of Council services, and key Council projects and energy efficiency and carbon reduction is central to initiatives, such as the delivery of new Certified Passivhaus housing and schools, the retrofitting of existing Council estate, replacement of more energy efficient street

lighting and provision of EV charging points, improved public transport and cycling initiatives as well as pedestrian initiatives such as the George Street transformation and a collaborative House building framework with emphasis on highly energy efficient homes.

As a signatory of the Edinburgh Climate Compact, the Council has committed to engaging with the supply chain to drive emissions reduction (*Appendix 2*). This is embedded in the Council's Sustainable Procurement Policy which strives to ensure that "Edinburgh has a more sustainable supply chain".

The Sustainable Procurement Policy and objectives are addressed within every procurement plan (including a mandatory sustainability risk assessment of procurement projects), which is at the start of each procurement process. Thus, the policies and Council commitments build awareness and are discussed with stakeholders.

Sustainability is used as selection and award criteria, where for example the use of electric vehicles or local suppliers to reduce transport emissions are encouraged and scored accordingly. The Council is also working with fleet suppliers to ensure they have carbon neutral

commitments and specifying ECO 6 standards on new vehicles and a move to hybrid/electric vehicles.

The Council grant funds a number of organisations which as part of the circular economy commitment refurbish and repair items such as IT equipment and provide these items to those households most in need. It also funds organisations providing carbon reduction advice and promoting behaviour change in schools, organisations and to individuals.

In accordance with the Scottish Government's SPPN²⁴ 1/2021 "Taking account of climate and circular economy considerations in public procurement", the Council is working with a wide range of markets to stimulate the development of the circular economy and develop low emission supply chains and solutions for example in the Council's Hard Facilities Management the Council has worked with Zero Waste Scotland to develop the specification and evaluation documents to embed sustainable development aspirations in the service. Section 28 of the SPPN makes clear that there is a shared accountability with senior leaders and budget holders to engage early in the planning and development stage of the process with the Council's Commercial

and Procurement Services (CPS) on decisions as to whether to buy, what to buy and how to buy allowing sustainability and carbon emissions to be considered at this early stage.

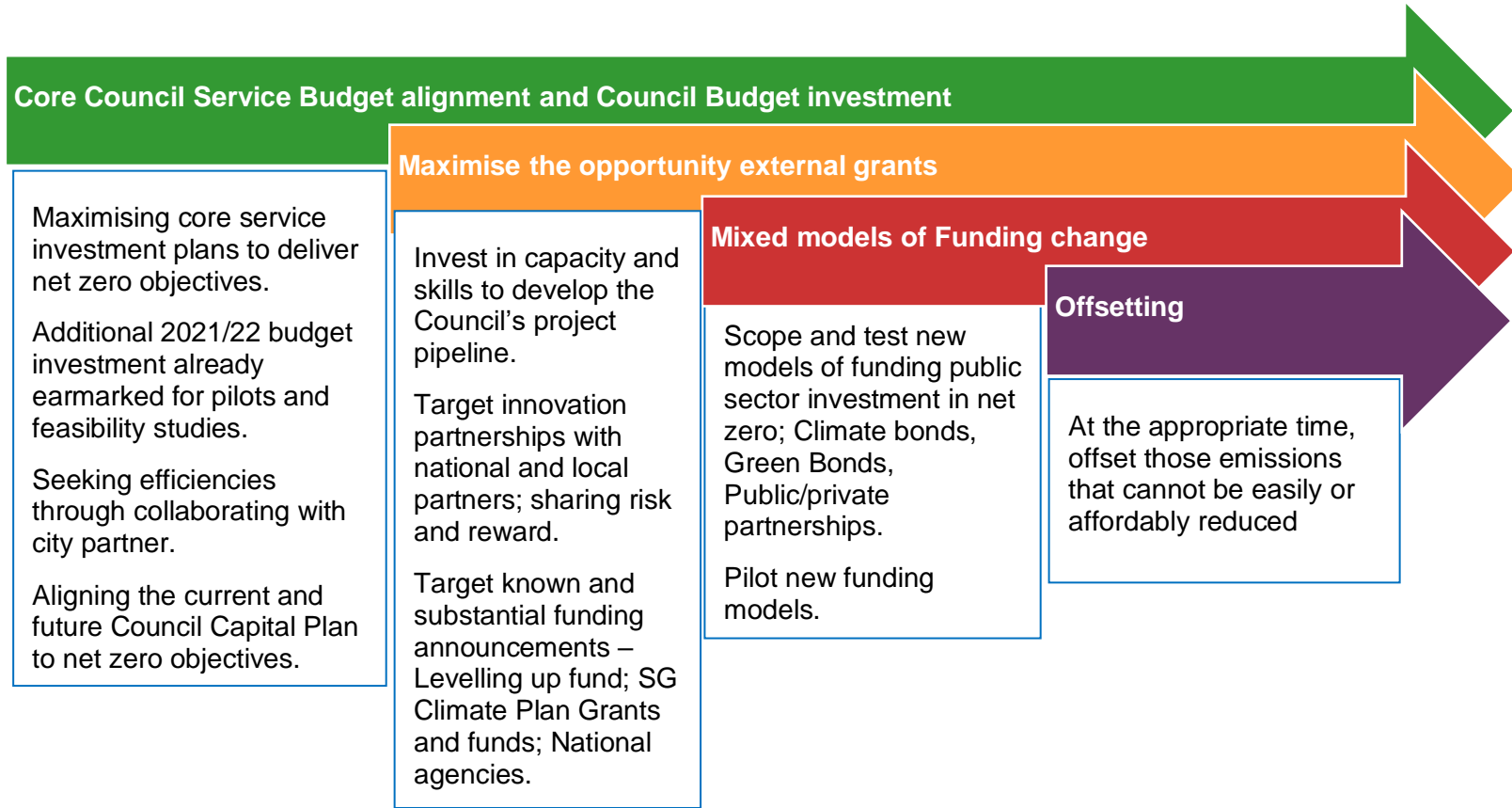
The Warp-it platform mentioned earlier also contributes to embedding circular economy principles within the organisation.

²⁴ Scottish Procurement Policy Note. SPPN provide advice to public sector

organisations and other relevant bodies on procurement policy



Investment Plan



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Becoming a net zero organisation will have significant capital and revenue implications for the Council, and the Council will re-visit these annually through its budget processes, as further carbon and cost analysis of proposed projects and programmes is undertaken.

This first draft Council Emissions Reduction Plan is presented to set out the proposed strategic direction for addressing the Council's major emission sources and the current and proposed actions the Council will take. The final draft will include a detailed investment plan setting out funding requirements to inform the

Council's budget process, and the external funding streams to be targeted.

In developing its approach to investment, the Council will focus on investing in readiness through work to understand the projects and programmes that will deliver the greatest emissions reductions; carrying out feasibility studies and developing pilots

to test delivery models; and then scaling and accelerating delivery towards net zero across all Council emissions.

Wherever possible, programmes will be developed jointly with key public sector partners to achieve economies of scale and secure maximum co-benefits – for example through job creation from operational estate retrofit. This will be reflected in the City Net Zero Strategy due to be published in October.

Across all activity, the Council will seek to maximise external funding and revenue generation opportunities. We will work with Scottish Power Energy Networks to align their investment in the grid with the Council's plans, in order to support lower energy costs, maximise opportunities to return locally-generated energy to the grid, and secure income generation in support of increased spend-to-save initiatives.

There is also significant opportunity to increase capital and revenue resources through external funds, with several additional funding streams to support the transition to net zero recently being announced. These are detailed at Appendix 3 and include, for example Green Growth Accelerator; Solar PV Fund; Green Jobs Fund.

A new Funding Development Officer post is being sought to provide dedicated capacity for identifying funding

opportunities and co-ordinating the development of bids. This will help ensure the Council is able to access the additional resources required to invest in readiness and ensure the Council is well-placed to draw down additional resources as soon as new funding streams are announced. This will be funded from the £300,000 set aside by the Council in this year's budget to support the work of the Council Emissions Reduction Plan and the City Net Zero Strategy

In the interim, the Council has brought forward an additional £500,000 in 2021/22 to support additional feasibility work across its operational estate, which accounts for the greatest portion of Council emissions. This is in addition to £100,000 previously identified and will be used to expand and accelerate work to establish which approaches to energy efficient retrofit will deliver best value across the many differing building types which comprise the Council's estate.

The results of this work will then inform bids for external investment to support targeted retrofit pilots within a range of building types to both secure emissions reductions and inform the roll-out of further retrofit works across the wider estate. Further details are provided in the Energy chapter of this plan on *p9*.



Offsetting

The scale of the net zero challenge is such that it is very likely some residual emissions will remain, for example from waste management or from electricity as it is likely the grid will not be fully decarbonised by 2030. Therefore, the Council will need to identify and agree strategies for achieving net zero by balancing these residual emissions with carbon uptake activities (for example the purchase of offsets).

Spending on projects that reduce emissions as much as practically achievable should always be prioritized and offsetting should be used as a last resort. In this case, it is recommended that the Council should not rely on international offsetting and should aim for offsets that are as local as possible.²⁵

About three million mature trees would be required to offset the Council's total emissions in 2019/20. That would represent four times more trees than the City currently has. Thus, an offsetting strategy that would rely on tree planting only would require a lot of space, and in an urban location, opportunities for local offsets of this type are limited for both the Council and city partners. Therefore,

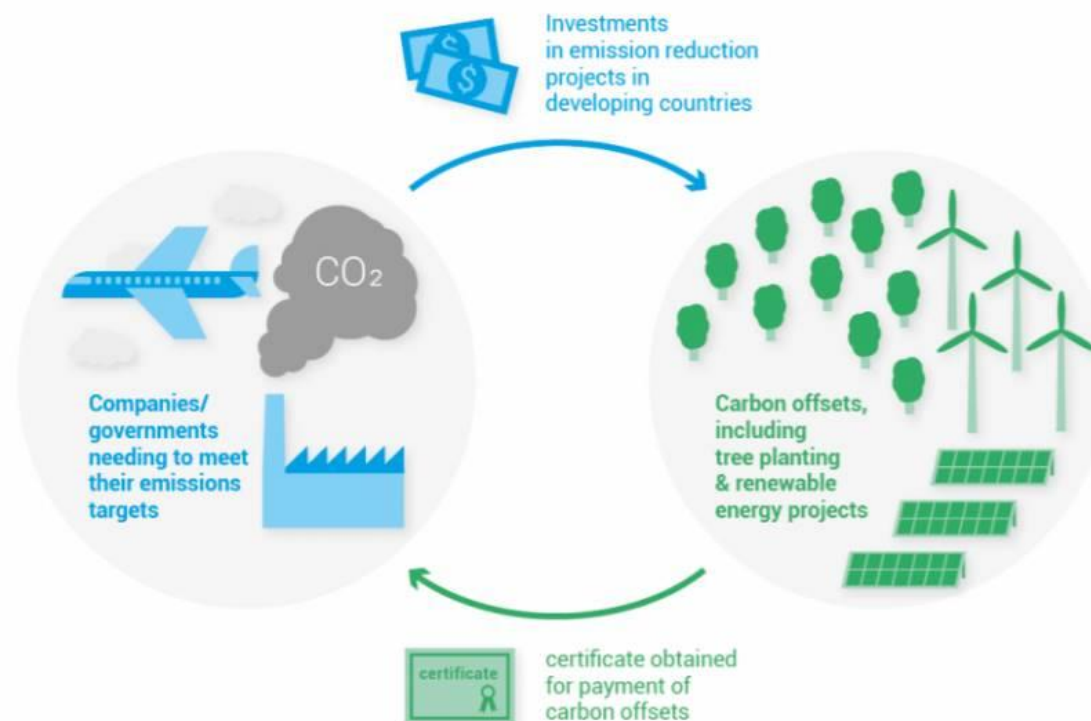


Figure 15: Explainer of carbon offsetting. (Source: <https://www.unep.org/news-and-stories/story/carbon-offsets-are-not-our-get-out-jail-free-card>)

according to the Royal Society, the best is to use a portfolio of approaches.

Furthermore, there is a need to consider if or when off-setting may be appropriate -

for example, where further emissions reductions would be technically possible, but would come at significant financial

²⁵ [SSN, Offsetting – its Role in the Roadmap to a Net Zero Carbon Scotland 2045](#)

cost- with this requiring careful consideration.

Therefore, it is recommended that the Council develops a policy position, strategy and budget for off-setting that clarifies when off-sets would be used and which quality principles must be met, including the standards of verification that will be applied.

Approaches to offsetting at the city level and will be consulted upon as part of the 2030 Net zero Strategy consultation before being brought back to the Policy and Sustainability committee for further consideration prior to the strategy publication in October. Any Council organisational approach to off-setting will need to consider and be informed by the city-wide approach and it is recommended that the Council's approach to off-setting is given further consideration by Committee in October.



Governance

The organisational chart at *Figure 20* illustrates the governance structure that will provide political oversight, strategic direction and delivery capacity for this plan to ensure it meets its overall objective of the Council becoming a net zero organisation by 2030.

The Policy and Sustainability Committee has responsibility for formally adopting this plan as the Council's Emissions Reduction Plan and will provide political oversight and scrutiny of progress. Progress will be reported to this Committee annually in autumn and will be accompanied by the Council's statutory Public Bodies Duties Annual Report, which will detail the Council's emissions for the previous financial year. Further detail is provided in the 'Performance Monitoring and Reporting' section below.

The Sustainability and Climate Emergency All Party Oversight Group (APOG) will act as a political sounding board and ensure Elected Members are able to engage in the development and review of the plan in more depth, and to explore any challenges relating to its delivery in collaboration with relevant officers. The APOG will receive bi-annual updates on progress and may wish to focus in on aspects of the plan on a thematic basis.

The Sustainability Board will provide strategic oversight and have operational accountability for the plan's delivery, the development of future iterations, and the coordination of wider Council projects and programmes in support of the plan's aims and objectives. The Sustainability Board will receive regular updates on progress and will have a specific remit for ensuring Council plans, strategies, and budgets, support the Council's ambition of becoming a net zero organisation by 2030.

The Corporate Sustainability Team will provide policy co-ordination and support, working with relevant service area leads to ensure the plan's delivery. The team will also lead and co-ordinate annual progress reporting and be responsible for ensuring the Sustainability Board, APOG and Policy and Sustainability Committee are provided with appropriate updates and officer support. The team will work with service area leads to support the development of further interventions to reduce the Council's emissions and will co-ordinate the refresh of the Council Emissions Reduction Plan as appropriate.

Service area leads will provide support to ensure delivery of service commitments within the plan, and lead the development of further actions, working with the

Corporate Sustainability Team to ensure the Sustainability Programme Board is provided with the information required to fulfil its strategic oversight function.

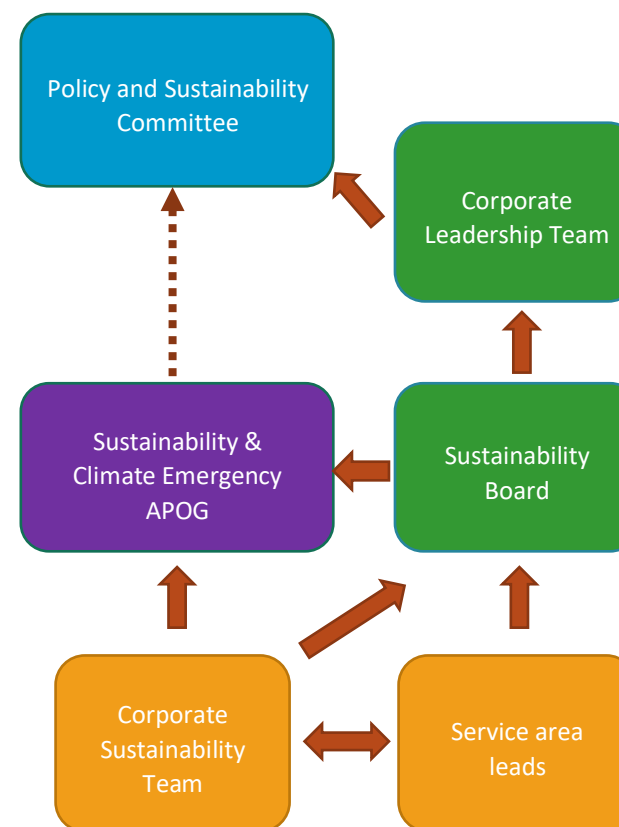


Figure 16: Council's Sustainability Governance structure. (Purple: Political oversight, Blue: Strategic oversight, Orange: Delivery)



Performance monitoring and reporting

The Council will continue to publicly report its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD).

The Council also participated in the Carbon Disclosure Project (CDP)²⁶ for the first time in late 2020. CDP is an international non-profit organisation for companies and cities' environmental reporting organisation. It is the largest climate change-focused data collection and assessment programme in the world.

Table 126: Reporting Calendar, Council emissions

Report	Key dates	Schedule
Carbon Disclosure Project	July 2021	Annual
Public Bodies Climate Change Duties report	November 2021	Annual
Council Emissions Reduction Plan Annual Progress Report	October 2021 - Finalised plan November 2022 - Report against the actions laid out in the phased action tables in each chapter November 2022.	N/A Annual
Council Business Plan report	<i>A report on the Planning & Performance framework will be submitted to Committee in June and will confirm frequency and publication dates</i>	

In 2020, almost 1,000 cities, states and regions across the globe reported through the CDP-ICLEI Unified Reporting System, including 33 local authorities in the UK (*Figure 21*).

The reporting arrangements for the monitoring of Council emissions are listed in *Table 16*.



Figure 17: Map of UK local authorities who reported through the CDP-ICLEI Unified Reporting System in 2020.

²⁶ <https://www.cdp.net/en/cities>

Appendix 1: Council organisational carbon footprint boundary

Scope 1		Scope 2		Scope 3		
Transport		Electricity consumption	Bus stations, tram stops, substations, cabinets and Park & Ride	Electricity T&D losses		
	Controlled fleet		Care homes	Water	Edinburgh Leisure	
	Edinburgh Roads services		Cemetery		Council estate	
	Edinburgh leisure	Community / Family / day / education centres		Waste	Landfill Recycling Incineration Composting	
Gas consumption	Bus stations, tram stops, substations, cabinets and Park & Ride				Staff travel	Car mileage Air and rail travel
	Care homes	Energy centre		Taxi		Black cab
	Cemetery	Offices	Culture, arts, theatres and sports, libraries		Regular taxi	Health & social care
	Community / Family / day / education centres		Farmhouses			Communities & families
	Energy centre		Hostels			
	Offices		Housing services / Domestic			
	Culture, arts, theatres and sports, libraries					
	Farmhouses		Parks			
	Hostels		Schools			
	Housing services / Domestic		Workshop / Depots			
	Parks		Toilets			
	Schools		Street lighting			
	Workshop / Depots		Christmas lighting			
	Oil consumption	Workshops/depots		Traffic signals		
Buildings (community centres, cemetery...)			Housing stair lighting			
LPG	Edinburgh leisure		Lothian Pension Fund			

Appendix 2: Climate Compact Commitments

Climate Compact commitments	Council's progress
1.1 Operations	
Share within a month of signature what action we are currently taking to address climate change and our current emissions.	City and Council emissions, as well as action the Council is taking are published through the Carbon Disclosure Project (CDP) and the Public Bodies Climate Change Duties reports
Take demonstrable actions to contribute to the reduction of carbon emissions (by COP26 in November 2021 and beyond).	<p>Key strategies which will be pivotal to deliver the city's net zero target:</p> <ul style="list-style-type: none"> - The city 2030 Net zero Strategy, - due for publication in Oct. 2021. - The present Council's emissions reduction plan - The Council's business plan, published in February 2021, had sustainability at its core - The City Mobility Plan, published in February 2021, provides a strategic framework for the safe & effective movement of people & goods up to 2030. - Edinburgh's City Centre Transformation is an ambitious plan for a vibrant and people-focused capital city centre which seeks to improve community, economic and cultural life. - City Plan 2030 sets out locations for new homes and businesses, protect places of value, and ensure essentials for a good quality of life are in place - such as public transport, schools and green space. The vision of the City Plan 2030 is to ensure Edinburgh is a sustainable city which supports everyone's wellbeing, in which everyone lives in a home they can afford, where you don't need to own a car to move around, and where everyone shares its economic success.
Publish online (by November 2021 latest) our plan to cut carbon emissions within our organisation with identified [annual/biannual/other] target dates for progress.	<p>Publication of present Council Emissions Reduction Plan</p> <p>Publication of city-wide net zero strategy due in October 2021.</p>
Include in this plan a commitment to engage across the whole value chain to drive emissions reduction	Detailed in procurement section of this plan. This will also be addressed within Council actions as part of the city's net zero strategy
Set out how we will embed assessment of climate impact into	The Council is taking a wide range of actions to identify the risks and adapt to the impacts of climate change. A citywide climate change risk assessment is currently being

all organisational and investment decisions.	undertaken. Outcomes from this will provide evidence and inform decision-making on future climate change adaptation action
1.2 Influence and Leadership	
Communicate our approach to tackling climate change and promote the importance of greater efforts to tackle climate change.	Development of a new net zero sustainability mark/branding Comprehensive issues-based citizen engagement and awareness raising programme in place for delivery 2021 onwards
Share learning with members of the Edinburgh Climate Compact and other city organisations looking to accelerate action on climate change.	Co-sponsorship of the Edinburgh Climate Commission The Council will be hosting one of the Climate compact's quarterly meetings later in the year On going collaboration with city partners on net zero strategy development and implementation
Roll out climate literacy for staff, including the management team as a minimum.	Detailed in Staff engagement section of this plan
Promote, support and enable employee choices and behaviours to contribute positively to a net-zero future.	Detailed in Staff engagement section of this plan
Maximise the impact of procurement across the value chain to accelerate emissions	Detailed in Procurement section of this plan
1.3 Transport	
Integrate the sustainable travel hierarchy into our organisation's operations, future business planning and lock out a return to the levels of business travel prior to 2020.	Detailed in Business travel section of this plan
Prioritise sustainable and active travel choices by our workforces, limiting the need to travel for work wherever possible.	Detailed in staff travel section of this plan
Invest in a switch to zero emission company owned vehicles.	Commitment to electrify the Council's cars and vans fleet, detailed in fleet section of this plan
1.4 Buildings	

Commit to a clear programme of deep retrofit of the owner organisational estate.	Detailed in Buildings section of this plan
Maximise and optimise energy use from sustainable energy sources.	Detailed in Buildings section of this plan
Explore the potential of the organisational estate to generate renewable and sustainable energy and contribute to increased greenspace, biodiversity and sequestration.	Detailed in Buildings section of this plan

Appendix 3: Scottish Government funding streams

Table 137: Applications submitted

Area	Fund	Bid (£)	Project	Service area	Status
Heat and energy	<u>Low Carbon Infrastructure Transition Fund (LCITF)</u>	£3.9m	Western Villages: ~450 homes with >50% for affordable rent. Includes a communal air and water source heat pump farm combined with solar PV arrays to bring the development to net zero carbon. Total cost ~£7.8m.	Place / Housing	Business case submitted.
Domestic building retrofit	HEEPS:ABS	£4.8 for this financial year	Retrofit 622 private homes	Place / Housing	Bid successful
Core sustainability team	EIT / ClimateKIC	£200,000 (pot available tbc)	Climate KIC partnership – reduced level from 2020; contribution to core team costs only	Strategy & Communications	Resubmission required due to Brexit
Innovation / core team	<u>LIFE</u>	£2m	Climate KIC partnership – remaining core team costs; scoping tests of change at Granton and community retrofit	Strategy & Communications	Through to stage 2 of application
Citizen engagement / adaptation	<u>CAYMAN</u>	£100,000 over 4 years	Partnership with Glasgow and Italy National Research Council on citizen science participation in collecting coastal change data and assessing the effectiveness adaptation plans	Strategy & Communications	Application submitted
Regeneration	Regeneration Capital Grant Fund	£2.8m in total for two projects	Awaiting update from colleagues	Place / Commercial development	Successful. Fund will reopen in June 2021

Table 148: Funding Opportunities

Area	Fund	Amount available (£)	Proposed project(s)
Biodiversity / Adaptation	<u>Nature Climate Bonds</u>	Suitable for smaller amounts initially of £1m or less, but is scalable and has no closing date.	Commercially viable nature-based solutions

Green Urban Regeneration	Vacant Land Fund	£50m over 5 years	Biodiversity, community woodland, renewable energy, community use, urban ecosystem services
Innovative pathfinders	Green Growth Accelerator	Potentially £10m, intention is to unlock up to £200m in external funding	Infrastructure projects where Council makes initial investment. Partnerships encouraged. Must meet net-zero criteria.
Energy - Renewables, scalable finance	<u>Community Municipal Bonds</u>	£1m is proposed amount for first tranche.	Commercial scale solar installations, battery storage
Energy - Commercial scale solar	Engenera Solar Bonds	Open for negotiation depending on project	Other renewable technologies at suitable scale may also be considered.
Energy – District Heating	<u>District Heating Loan Fund</u>	Feasibility studies of up to £20k.	District heating projects
Energy Efficiency	<u>Non-Domestic Energy Efficiency (NDEE)</u>	Project value must be over £1m per application.	retrofit of public sector buildings with energy efficiency assets
Biodiversity, urban trees	<u>Trees for Cities</u>	TBC	TBC. Discussions with funders scheduled for March 2021
Regeneration	<u>Town Centre Fund</u>	TBC	Council officers in discussions with funders
Waste	Household recycling collection infrastructure Fund	£70m	Details and guidance regarding the Expression of Interest application process will be published at www.zerowastescotland.org.uk/recyclingfund . All Scottish local authorities can apply for the fund, either individually or in partnership with other authorities, commercial or third sector partners.
Energy - Renewables	Solar Photovoltaics (PV) Fund	TBC	Spend to save money to install solar panels on roofs of suitable properties or land. Upfront investment would be provided from the fund, with payment then received from the Council and/or its ALEOs for energy used
Buses	<u>Ultra Low Emission Bus Zones</u>	£25m	<u>Applications open from 22/01/2021</u> supports the purchase of new buses, and assists with 50% of the cost differential between a standard diesel bus and the equivalent ultra-low emission bus.
Buses	<u>Bus Partnership Fund</u>	£500m	<u>Open for applications</u> Aim: enabling local authorities to work in partnership with bus operators, to develop and deliver ambitious schemes that incorporate bus priority measures.

Innovation	<u>Bloomberg Cities Mayors Challenge</u>	£1m	50 leading urban innovations imagined or launched in the wake of the COVID-19 pandemic. They can be in any stage of implementation, but must have the potential for meaningful impact, and the ability to spread to other cities.
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Policy & Sustainability Committee

10.00 am, Tuesday, 20 April 2021

2030 City Target Monitoring Approach

Executive/routine	
Wards	
Council Commitments	18

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Note the progress made against previous emission reduction targets of a 42 % reduction in emissions by 2020 (for both the city and the Council).
- 1.2 Note the city has achieved emissions reductions of 6% (or 167 kilo tonnes of CO2e) between 2017/18 and 2018/19, based on the most up-to-date data available
- 1.3 Agree annual reduction targets based on an estimated trajectory against a 2018/19 baseline, to reach net zero by 2030.
- 1.4 Note that this report has been brought forward in April in response to a request at Committee for early sight of reporting data.
- 1.5 Note that in future annual reports outlining progress against the 2030 target will be brought to Committee in November of each year, when each years' datasets become available, starting from November 2021.
- 1.6 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.

Andrew Kerr

Chief Executive

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2030 City target monitoring approach

2. Executive Summary

- 2.1 This report clarifies 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 2020¹, this report also presents “revised targets for carbon emissions reduction, specifying the annual increments required to achieve net zero by 2030” for city emissions.
- 2.2 The approach set out in this report is presented as a worked example of how city emissions and progress towards the target will be tracked. It is being provided for Elected Members’ consideration in response to a request at Committee for early sight of reporting data and in order to inform of the first annual report on the city 2030 target, which will be brought to Committee in November 2021 when data for 2019/20 becomes available.
- 2.3 The Council’s own organisational emissions are additionally monitored and reported through Public Bodies Climate Change Duties reporting, and in greater detail than for the city target due to additional data being available.

3. Background

- 3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a net zero emissions target by 2030 for the whole city. In doing so, the Council recognises its leadership role in engaging with city partners on the climate agenda and is at the forefront of city leadership on climate change, having set an area-wide target for the city, in addition to its own Council target. According to a survey conducted by APSE in 2020, only 39 % of net zero targets apply to area-wide emissions, 52 % of them only apply to the Council’s own emissions, while 9 % of the targets have unclear scopes².
- 3.2 As detailed in previous reports, Councils typically contribute to only 1-3% of their area-wide emissions and no one partner has all the answers, powers or resources to reduce city’s emissions to net zero by 2030 acting alone. Thus, the Council is engaging with city partners to bring forward a city-wide 2030 Sustainability Strategy

¹ <https://democracy.edinburgh.gov.uk/documents/s26225/Item%204.1%20-%20Minute%20of%2025%20August%202020.pdf>

² [So you've declared a Climate Emergency, what next? APSE publication](#)

for consultation in late spring/early summer and publication in autumn. The Council will also work with city partners to develop an appropriate performance and reporting framework to evaluate and monitor the implementation of the strategy, to be brought forward by the end of the calendar year.

4. Main report

2020 target

- 4.1 In 2015, the Council committed to reducing both city and corporate emissions by 42 % by 2020, compared to a 2005 baseline.
- 4.2 The Council target was based on financial years and aimed to achieve a 42 % reduction in emissions by 2020/21 from a baseline year of 2005/06. The Council has exceeded this target a year early by achieving a 62 %³ reduction in emissions in 2019/20.
- 4.3 There is a two-year lag in the data⁴ underpinning the City 2020 target. The final dataset for this target will be available in June 2022. A 36 % reduction has been achieved between 2005 and 2018, and the City is on track to achieve the 42 % target.
- 4.4 These two targets have now been superseded by the more ambitious net zero by 2030 target. The Council previously committed to continuing to report against the 2020 city target until final datasets become available in order to ensure appropriate accountability and transparency. However, as detailed in the next section of this report, a more precise and comprehensive boundary has been developed for both targets that takes into account all greenhouse gases (rather than just carbon dioxide).
- 4.5 Given the Council target has already been achieved and both the Council and the city are now working towards a more challenging target, moving forward future reports will only detail progress towards the 2030 target. This is in line with the approach to the Council's previous 2020 target and will help avoid confusion between targets and scopes and focus strategic activity and reporting towards the more challenging target of achieving net zero by 2030.

Net-zero target – scope

- 4.6 The Council declared a Climate Emergency in 2019 and committed to work towards a net zero emissions target by 2030 for the whole city. A comprehensive boundary has been defined for this new target and is illustrated at Appendix 1.
- 4.7 The net zero boundary is compliant with the Greenhouse Gas Protocol for Cities⁵ and covers the territorial boundary of the City of Edinburgh. The framework covers five key emission sources: stationary energy (i.e. energy consumption from industries,

³ Since the last November 2020 Committee report, diesel and petrol figures have been revised, increasing the emission reduction from 60 to 62 %. Changes have been submitted on time for the Public Bodies Climate Change Duties Report in November 2020.

⁴ [BEIS dataset](#), published annually at the end of June

⁵ <https://ghgprotocol.org/greenhouse-gas-protocol-accounting-reporting-standard-cities>

non-domestic buildings and homes); transport; waste; agriculture, forestry and other land use (AFOLU); industrial processes & product use.

- 4.8 The boundary includes Scope 1 and 2 emissions (direct emissions and indirect emissions linked to electricity consumption) plus electricity transmission and distribution losses (which are Scope 3 emissions) and covers all greenhouse gases (expressed in CO₂ equivalent – CO_{2e}).
- 4.9 Some emissions are not covered by the city’s territorial boundary. An explanation is provided for each of them in Appendix 2. In particular, aviation emissions are excluded because they are not under the direct control or influence of the City. However, it is recognised that aviation emissions are significant and that city partners have a role in helping to tackle them. This will be addressed through partnership working and engagement with citizens in the course of implementing the 2030 Sustainability Strategy.
- 4.10 Emissions from purchased goods (i.e. ‘consumption-related’ emissions) are also excluded, insofar as they are generated out-with the city’s territorial emissions boundary. This is in line with the approach to emission scopes most commonly taken by other cities. That said, the 2030 Sustainability Strategy will still seek to address these emissions by including strategic action on developing a more circular economy within the city and shortening and decarbonising supply chains. The emission scope has been defined with replicability in mind and to support benchmarking with other Councils: all the datasets used are publicly available (Appendix 3) and include figures for all Scottish local authorities.

Reporting arrangements and schedule

- 4.11 There is a range of performance reports which will include progress towards the 2030 net zero target for the city. The reporting schedule for these are summarised in Table 2 below. Council emissions are reported through the November PBCCD submission and in August via the Carbon Disclosure Project.

Table 1: Reporting calendar

Key dates	City-wide emissions	Schedule
April 2021	Proposed reporting approach (2018/19 data)	N/A – singular report in response to request from Full Council 25 August 2020
May 2021	City of Edinburgh Council Annual Performance report (2018/19 data)	Annual (data published previous November)
July 2021	Carbon Disclosure Project (2018/19 data)	Annual (data published previous November)
November 2021	Annual 2030 target progress report (2019/20 data)	Annual (newest data)

January 2022	Edinburgh by numbers (2019/20)	Annual (data published previous November)
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- 4.12 Most of these datasets are published with a two-year lag, and some datasets are not published until Autumn. Therefore, the most recent data available at the time of writing relates to 2018/19. It is recommended that going forward, an annual report outlining progress against the 2030 target is brought to Committee in November each year, so that members are provided with progress updates as soon as data becomes available. This coincides with the annual Public Bodies Climate Change Duties (PBCCD) report submission, which details the Council's organisational emissions.
- 4.13 The Council participated in the Carbon Disclosure Project (CDP)⁶ for the first time in late 2020. The 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. Participation is free and entirely voluntary. CDP evaluates the quality of the response, benchmarks performance against other cities and finds areas of opportunity for cities. This first evaluation will be available from CDP in autumn 2021.
- 4.14 The Council signed up to the Global Covenant of Mayors⁷ 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, which is a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the impacts of climate change. Submitting to CDP meets the reporting requirements for the Covenant of Mayors. In 2020, the Council has been awarded with the maximum of six badges recognising its climate mitigation and adaptation efforts.

Baseline and annual targets

- 4.15 As noted previously, the net zero target is monitored using data with a two-year time lag, meaning the most recent data we have is for the year 2018/19. Although the net zero target was set in 2019/20, the baseline year has been selected as 2018/19, which corresponds to the most recent data available. It should be noted that the data presented therefore relates to activity prior to the more challenging net zero target being set.
- 4.16 The annual targets have been calculated based on two interim milestones in 2022/23 and 2026/27, represented with diamond markers in Figure 1 and the assumptions underpinning this are set out below:
- **Initial reductions between 2018/19 and 2022/23:** The City net zero strategy will be published in October 2021 and, while partners can and do act now, it is expected the strategy will take time to bed in and for implementation to begin, with early results

⁶ <https://www.cdp.net/en/cities>

⁷ <https://www.globalcovenantofmayors.org/>

visible from 2022 onwards. The overall objective for this time period is to achieve a **25 % reduction** by 2022/23 compared to 2018/19 levels.

- **Acceleration between 2022/23 and 2026/27:** The annual targets within this window correspond to a linear decrease between 2022/23 levels and 2026/27, where a **50 % reduction** target is set, compared to 2018/19 levels. It has been assumed that during this period city partner action to deliver the 2030 strategy will be well underway, with new approaches being tested and core programmes delivering impact.
- **Scaling up between 2026/27 and 2030/31:** Large-scale projects which have a potential to have a more significant impact of the City’s emissions take time to scope, test and implement at scale, and 2026 has been chosen as the estimated point of expansion and acceleration. By building on knowledge, expertise and capacity acquired up to 2026/27 through maximising external funding and collaborating on tests of change, it is projected that citizen and city partner action will lead to an increase in the pace of emissions reductions during this period. Also at this point in time, a number of key national policies and requirements will be operational (for example, the New Build Zero Emissions from Heat Standard, the revised Energy Efficient Standard for Social Housing, the Deposit Return Scheme, or the biodegradable waste to landfill ban), which are expected to have a further positive impact on emissions reductions within this window.

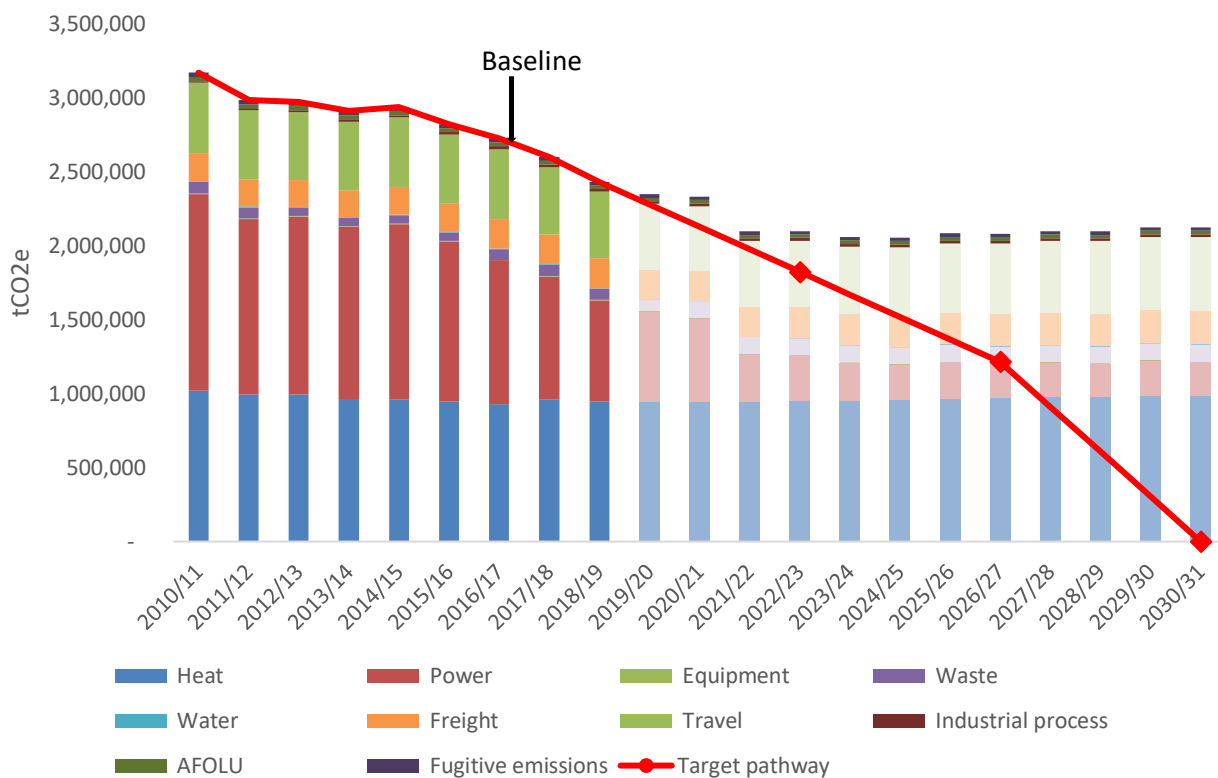


Figure 1: City's emissions based on the new Net Zero boundary. Darker shades represent historic emissions. Lighter shades represent Business As Usual projections based on various factors such as population growth (different age groups for different emission sources), Transport Scotland road, bus and rail mileage forecasts, household numbers projections, school rolls projections, and grid electricity decarbonisation (based on [UK Treasury Green Book](#)).

- 4.17 It should be noted that the estimated trajectory implies a simple path to zero, when the impact of interventions is likely to be more sporadic and are not possible to estimate with a high degree of accuracy with the data available. Actual reductions will almost certainly vary from the projected pathway. By 2030 it is very likely some residual emissions will remain, with precise levels difficult to predict as they are based on unknown factors⁸.
- 4.18 Therefore, city partners, including the Council, will need to identify and agree strategies for achieving net zero by balancing these residual emissions with carbon uptake activities (for example the purchase of offsets). Although individual organisations will need to develop their own off-setting strategies and budgets, there may be value in developing a set of principles with city partners. Furthermore, there is a need to consider if or when off-setting may be appropriate, with this requiring careful consideration at both city and organisational levels. Approaches to offsetting will therefore be consulted upon as part of the 2030 Sustainability Strategy consultation before being brought back to the Policy and Sustainability committee for further consideration prior to the strategy publication in October.
- 4.19 The proposed annual reduction targets are set out in Table 3 below and have been profiled to account for offsetting of residual emissions. In line with the assumptions underpinning Figure 1 above, they assume a slight improvement on the business as usual trajectory prior to the new target being set and in the lead up to the strategy's publication in 2021, followed by an increase in pace as the strategy beds in and new approaches are developed, with that pace then accelerating from 2026 onwards as whole system approaches are rolled out at scale.

⁸ Factors affecting the level of emissions include the long-term carbon intensity of the grid and the rate of future technology development and uptake. Residual emission sources are likely to be from some types of HGV and equipment for which there are currently no low carbon alternatives; agricultural and livestock activities, wastewater processes, and residual grid electricity related emissions.

Table 2: Incremental annual targets – City target

Year	Annual target reduction (%)		Actual reduction	
	Compared to previous year	Compared to baseline	MtCO _{2e}	% reduction compared to previous year
2017/18	N/A	N/A	2.595	5%
2018/19	Baseline year	Baseline year	2.428	6%
2019/20	6%	6%	<i>Data available Autumn 2021</i>	
2020/21	7%	13%	<i>Data available Autumn 2022</i>	
2021/22	7%	19%	<i>Data available Autumn 2023</i>	
2022/23	8%	25%	<i>Data available Autumn 2024</i>	
2023/24	8%	31%	<i>Data available Autumn 2025</i>	
2024/25	9%	38%	<i>Data available Autumn 2026</i>	
2025/26	10%	44%	<i>Data available Autumn 2027</i>	
2026/27	11%	50%	<i>Data available Autumn 2028</i>	
2027/28	25%	63%	<i>Data available Autumn 2029</i>	
2028/29	33%	75%	<i>Data available Autumn 2030</i>	
2029/30	50%	87%	<i>Data available Autumn 2031</i>	
2030/31	100%	100%	<i>Data available Autumn 2032</i>	

Progress against target – between 2017/18 and 2018/19

- 4.20 Table 3 shows that, in 2017/18, the city’s emissions totalled 2.595 MtCO_{2e}⁹. The following year (2018/19), emissions amounted to 2.428 MtCO_{2e}. This represents a 6 % reduction and corresponds to activity prior to the new target being set.
- 4.21 The main factors contributing to the 6 % reduction are listed in Table 4. It can be seen that 94 % of the effort has been achieved thanks to the decarbonisation of the electricity grid¹⁰. Other contributing factors include a slight reduction (1 %) in gas emissions, and a 12 % reduction in emissions from buses.
- 4.22 It can also be seen that emissions from HGVs and cars have increased between 2017/18 and 2018/19, showing that the transport sector requires additional effort to align with a net zero pathway. Overall, emissions from the whole transport sector only

⁹ Based on the net zero boundary.

¹⁰ Between 2010/11 and 2017/18, electricity-related emissions almost halved, while consumption only decreased by 13 %, due to the fact that the carbon content of a unit of electricity (in kgCO_{2e}/kWh) decreased by 41 % during this period.

decreased by 2 % since 2010/11, with emissions from cars and HGVs decreasing by respectively 4 and 1 %, and emissions from vans increasing by 15 %.

Table 3: Factors contributing to the City's 6.4% emissions reduction between 2017/18 and 2018/19

Emission source	Emissions 2017/18 (ktCO _{2e})	Emissions 2018/19 (ktCO _{2e})	Change between 2018/19 and 2017/18	Change between 2018/19 and 2017/18	Contribution to total emission reduction
			%	tCO _{2e}	
Electricity	857	701	-18%	-156	93.6%
Natural gas	888	879	-1%	-7	4.1%
Local bus	37	32	-12%	-4	2.6%
Waste	75	74	-2%	-1	0.9%
Vans	120	119	-1%	-1	0.8%
Other fuels	84	83	-1%	-1	0.4%
Cars	406	408	+1%	+2	-1.3%
HGV	80	84	+4%	+3	-2.0%
All Other sources	59	58	-3%	-1	0.9%
Total	2,595	2,428	-6%	-167	100%

- 4.23 It should be noted that these greenhouse gasses were emitted prior to the Council setting the new net zero target in May 2019, and so do not reflect activity undertaken since setting the target. Furthermore, the year 2020/21 has been marked by the COVID-19 pandemic and this will be visible in the datasets published in Autumn 2022, with action already underway to explore how the city can 'lock in' some of the emission reductions seen during the pandemic. The time lag in data availability makes climate action monitoring challenging. To overcome this lack of visibility, the Council has developed the Carbon Scenario Tool with the Edinburgh Centre for Carbon Innovation. 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 including key sustainability indicators. As such, it helps the Council understanding to which extent planned programmes of projects will contribute to the reduction pathway, and where there are sectors requiring further efforts.
- 4.24 A Council emission reduction plan focussing on the Council's own organisational emissions is provided in a separate Committee report.

5. Next Steps

- 5.1 City's emissions for year 2019/20 and Council's emissions for year 2020/21 will be available from Autumn 2021 and a full report on city-wide progress towards the 2030 target will be brought to Committee then, and annually thereafter.

- 5.2 The Council will continue to disclose to CDP, with the next reporting cycle closing in July 2021.
- 5.3 The Scottish Government has agreed funding to support the further development and roll out of the Carbon Scenario Tool across the Scottish Cities Alliance membership.

6. Financial impact

- 6.1 There is no financial impact arising from this report. However, it should be noted that the financial challenges to achieve net zero emissions will be significant. It should be noted that investing in carbon reduction projects often results in wider co-benefits such as the creation of local jobs, improved air quality and public health, or reduced congestion (to name just a few).

7. Stakeholder/Community Impact

- 7.1 Climate action has the potential to reap wider social, health and economic co-benefits and positively impact communities.
- 7.2 A City Sustainability Strategy which will set out high-level strategic priorities for achieving net-zero city emissions by 2030 will be open for public consultation from spring 2021.

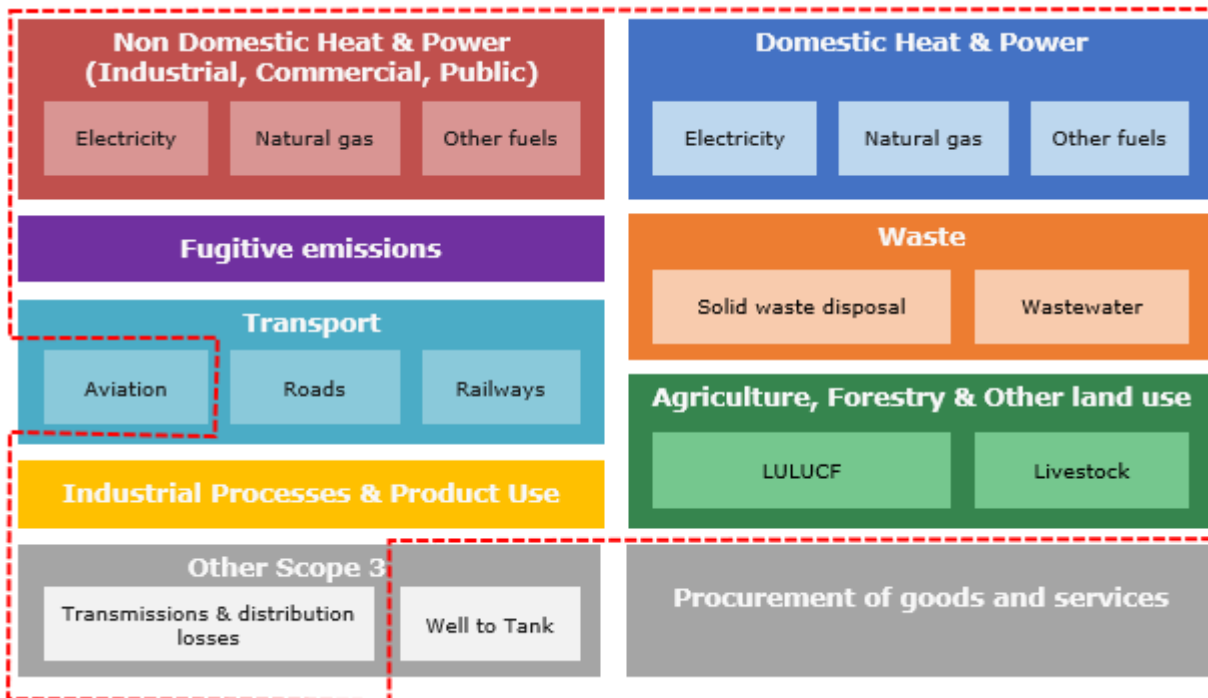
8. Background reading/external references

- 8.1 [The City of Edinburgh Full Council meeting – Tuesday 25 August 2020](#)
- 8.2 [Public Bodies Climate Change Duties report 2019/20 – 10 November 2020](#)
- 8.3 [City Sustainability Strategy Approach](#) – 1 December 2020
- 8.4 [Short Window Improvement Plan Progress Update](#) – 10 November 2020

9. Appendices

- 9.1 Appendix 1 - City-wide carbon footprint boundary
- 9.2 Appendix 2 - List of emissions not covered by the net-zero boundary
- 9.3 Appendix 3 - Datasets for the calculation of the City's net zero boundary

Appendix 1 - City-wide carbon footprint boundary



Appendix 2 - List of emissions not covered by the net-zero boundary

Emission source	Rationale
Well-to-tank (WTT)	Well-to-tank emissions are fuel lifecycle emissions, occurring “upstream” from the point of use of the fuel. They result from the extraction, transport, refining, purification or conversion of primary fuels to fuels for direct use by end-users and the distribution of these fuels. They are classed as Scope 3 according to the GHG Protocol. They are considered as out of the net-zero boundary because the latter focusses on territorial emissions and covers Scope 1 emissions (direct emissions occurring within the boundary) and Scope 2 emissions (indirect electricity-related emissions). It also includes some Scope 3 emissions from transmission and distribution losses in the electricity network.
Water supply	The majority of energy consumption for the water network are covered under the stationary energy > non-domestic category, and Scottish Water's transport-related emissions are included in the Transport category. Process emissions from wastewater treatment are included under the wastewater category.
Aviation	The net zero boundary focusses on Scope 1 and 2 emissions only. Aviation emissions include Scope 3 emissions which occur outside of the territorial boundary and are therefore excluded from the baseline. Scope 1 emissions are not under the direct control or influence of the City. However, it is recognised that aviation emissions are significant and that they should be tackled. The Council's “Protocol for long distance UK travel” establishes rail over air as the Council's preferred choice for UK travel on Council business.
Procurement – Consumption of goods & services	Consumption-related emissions consider the carbon impact (manufacture and transport) of all the goods purchased in the city, even if those were manufactured outside of the city. The Council is following a “production-based” approach to calculate the City’s carbon footprint, meaning that the scope is focussing on territorial emissions, including from goods that will be exported. The calculation of consumption-related emissions is very complex and there is no standard methodology at the moment. Consumption-based emissions do not have to be reported officially by any country. However, it is acknowledged that these emissions are very significant and that they should still be addressed. Although consumption-based emissions are not included in the net zero boundary, they are still being covered by the Sustainability Programme.

Appendix 3 - Datasets for the calculation of the City's net zero boundary

Figures are based on the following publicly available datasets:

- Sub-national electricity sales and numbers of customers, BEIS
- Sub-national gas sales and numbers of customers, BEIS
- Sub-national estimates of non-gas, non-electricity and non-road transport fuels, BEIS
- Road transport energy consumption at regional & local authority level, BEIS
- Household and business waste tables, SEPA
- Scottish Water carbon footprint (published in their annual report)
- Local authority area statistics database, Scottish Government
- Number of livestock by region and sub-region, Scottish Government
- UK local authority & regional CO2 emissions national statistics, BEIS
- Greenhouse Gas Inventories for England, Scotland, Wales & Northern Ireland, NAEI
- Projected Population of Scotland, NRS Scotland

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Policy and Sustainability Committee

10.00 am, Tuesday, 20 April 2021

COP 26 Events and Engagement Planning

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
- 1.1.1 Note that Liz McAreavey, Chief Executive of Edinburgh Chamber of Commerce will play a co-ordinating role on behalf of the Council to deliver a programme of Edinburgh events for COP26,
 - 1.1.2 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
 - 1.1.3 Agree that a fund of up to £106,000 will be allocated to the delivery of COP26 events. This fund will 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

Andrew Kerr

Chief Executive

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COP 26 Events and Engagement Planning

2. Executive Summary

- 2.1 This report notes the intention for Liz McAreavey, Chief Executive of Edinburgh Chamber of Commerce, to take a co-ordinating role on behalf of the Council to deliver a programme of Edinburgh events for COP26.
- 2.2 To support this work, the report notes 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.
- 2.3 It is proposed that Council support for this programme comprises 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.

3. Background

- 3.1 COP 26 is a major United Nations climate change summit taking place in Glasgow from 1-12 November 2021 under the presidency of the UK government.
- 3.2 The Conference of Parties, known as COP, is the decision-making body responsible for monitoring and reviewing the implementation of the United Nations Framework Convention on Climate Change, whose objective is to "stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system".
- 3.3 This is the first time the UK will host the conference, which was originally scheduled for November 2020 but postponed due to the Covid-19 pandemic.
- 3.4 Delegates from across the world are expected to attend formal events in the 'blue zone' where climate experts, campaigners, policy makers and world leaders debate how to make global progress on climate change.
- 3.5 The conference also incorporates side events in the 'green zone', a citizen meeting space where NGOs, organisations and national representatives engage with each

other and the general public on aspects of environmental awareness, social equality and reflections on proceedings at the COP.

- 3.6 COP 26 represents an important opportunity for Edinburgh to demonstrate the steps we are taking to tackle climate change, and build the partnerships we need to help deliver a net zero city.

4. Main report

- 4.1 In order to maximise opportunities for the City from participation and attendance at COP26 and associated events, it is proposed that a COP 26 Edinburgh Events steering group is established. This group will be comprised of city partners already active in planning COP26 related events and engagement (including City of Edinburgh Council, University of Edinburgh, Festivals Edinburgh, Edinburgh Chamber of Commerce and others), and will seek to:
- 4.1.1 Co-ordinate and support joint planning of COP26 events by Edinburgh partners
 - 4.1.2 Produce and manage a clear communications and activity plan to promote all Edinburgh events with COP26 branding
 - 4.1.3 Alongside this partner programme, deliver a specific, focused series of events and debates on key areas for Edinburgh's net zero journey, for example;
 - 4.1.3.1 Green Tourism
 - 4.1.3.2 Green Finance, and
 - 4.1.3.3 20 Minute Neighbourhoods
 - 4.1.4 Establish a programme to showcase Edinburgh businesses leading on sustainable and green economy actions
 - 4.1.5 Support community groups to host events to showcase and promote public engagement in COP26 discussions
 - 4.1.6 Provide a space and focus for cultural, festival organisations, musicians and performers to get involved in a celebration of Edinburgh and its net zero ambitions, and
 - 4.1.7 In doing so, seek appropriate sponsorship and business support for this programme of work.
- 4.2 Throughout this work, the steering group will liaise as appropriate with city colleagues working to manage the transport, and community impacts of events, demonstrations or other activities occurring in Edinburgh as a result of COP26.
- 4.3 In order to harness the power and buy in of the private sector in this work, Liz McAreavey, Chief Executive of Edinburgh Chamber of Commerce, will act as a city wide lead for this programme on behalf the Council, and chair of the COP26 Edinburgh Events Group.

- 4.4 It is further proposed that City of Edinburgh Council support for this work comprises commitment of:
- 4.4.1 Officer time and resources from within existing Strategy and Communications division budgets for management of International Relations activities, and
 - 4.4.2 A fund of up to £106,000 for COP26 events and promotions. This fund will be comprised of £50,000 from budgets previously allocated for Council involvement in MPIM, and £56,000 taken from the £300,000 allocated in this year's budget for Sustainability and Net Zero activity.
 - 4.4.3 This allocation will include expenditure of up to £6,000 to support community groups, including Transition Edinburgh, in the development and hosting of COP26 events which could include the temporary use of Council owned buildings, such as Tron Kirk.

5. Next Steps

- 5.1 Next steps will involve formal establishment of the COP26 Edinburgh Events group, and development of a partnership programme for events and promotions in the period leading towards COP26.

6. Financial impact

- 6.1 Actions outlined in this report can be taken forward within existing approved budgets. The proposal comprises an allocation of up to £100,000 for COP26 events and promotions, taken from the £300,000 allocated in this year's budget for Sustainability and Net Zero activity.

7. Stakeholder/Community Impact

- 7.1 The programme outlined in this report aims to ensure appropriate co-ordination of activities by city wide stakeholders, and arises from consultation and debate raised during meetings of the Edinburgh International Group.

8. Background reading/external references

- 8.1 None.

9. Appendices

None

Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

Growing Locally – Edinburgh’s Draft Edinburgh Food Growing Strategy

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Committee is asked to approve Growing Locally, Edinburgh’s first Food Growing Strategy (Appendix I).

Andrew Kerr

Chief Executive

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Growing Locally – Edinburgh’s Draft Edinburgh Food Growing Strategy

2. Executive Summary

- 2.1 Growing Locally is Edinburgh’s first Food Growing Strategy. Consultation on the draft strategy was delayed due to the coronavirus outbreak.
- 2.2 A public consultation on the draft strategy ran for a six week period in December 2020 and early January 2021 on the Council’s consultation hub.
- 2.3 Changes made following feedback from the consultation have been incorporated into the final strategy, which when approved, will be published on the Edible Edinburgh website.
- 2.4 The draft strategy has been prepared following a number of engagement activities delivered in partnership with Edible Edinburgh and informed by Edinburgh’s Sustainable Food Cities programme.
- 2.5 Implementation of the Food Growing Strategy will support and strengthen the work being done in Edinburgh on moving from Sustainable Food Cities Bronze to Silver award accreditation.

3. Background

- 3.1 Section 9 of the Community Empowerment (Scotland) Act 2015 places an obligation on local authorities to prepare a food growing strategy for its area.
- 3.2 The Act requires that the Food Growing Strategy:
 - 3.2.1 Maps the provision of food growing opportunities in the city. This includes identifying land that the local authority uses as allotment sites and areas of land that could be used by a community for the cultivation of vegetables, fruit, herbs or flowers;
 - 3.2.2 Develops and broadens the range of food growing opportunities and land available;
 - 3.2.3 Makes reasonable steps to increase allotments and food growing sites for communities which experience socio-economic disadvantage.
 - 3.2.4 Is published electronically.

- 3.2.5 Under section 120 of the Act, the food growing strategy must be reviewed every five years.
- 3.3 In meeting these duties, the Council will support local communities to grow more within their own neighbourhoods and to encourage growing in all its forms and varieties.
- 3.4 In addition, the development of Edinburgh's Food Growing Strategy will support broader ambitions to support the development of Edinburgh as a Sustainable Food City, including moving from Bronze to Silver award accreditation.
- 3.5 The strategy will also contribute to national activity which encourages local food production and distribution and the environmental, social and economic benefits this will bring and is being driven through the Scottish Government's 'Good Food Nation' work and forthcoming legislation.

4. Main report

- 4.1 Growing Locally is Edinburgh's first food growing strategy. It is part of the Council's broader approach to sustainability and our ambitious target of Edinburgh becoming carbon neutral by 2030. Our ambition is for Edinburgh to be a city with a vibrant, thriving and sustainable local food economy, supporting business and residents to respond to the climate emergency, as well as living healthier lives and supporting local businesses to thrive.
- 4.2 The strategy aims to increase local food growing activity and the supply of locally produced food. It will raise public awareness and engagement about the importance of sustainable food to our environment, economy and communities. The Council will work in partnership with Edible Edinburgh, the city's sustainable food partnership, other relevant stakeholders and our citizens to do this.
- 4.3 Edinburgh was one of the founding members of the Sustainable Food Places (SFP) Network, which has over 51 network members across the UK. We achieved SFP Bronze accreditation in June 2019. The development of the Food Growing Strategy will help the city achieve SFP Silver accreditation by raising public awareness about sustainable food, promoting active food citizenship and a good food movement, helping to build a more vibrant and diverse food economy and in line with our objectives, help to tackle the climate and nature emergency.
- 4.4 Growing Locally has been developed to focus on the following strategic outcomes:
- 4.4.1 Reducing carbon emissions through the production and supply of local, sustainable food;
 - 4.4.2 Increasing land availability in the city for food growing;
 - 4.4.3 Supporting Edinburgh's green recovery through supporting Edinburgh's local food economy and local food businesses, and by building circular economy approaches to Edinburgh's food system;

- 4.4.4 Tackling food insecurity and promoting health and well-being through increasing access to healthy, sustainable food and food growing activities;
- 4.4.5 Raising awareness and choice around healthy and sustainable food.
- 4.5 Partnership action in this area can also deliver the wider benefits associated with food growing including improving health and wellbeing, reducing social exclusion, enhancing biodiversity, reducing food waste, improving training, skills and education around food.
- 4.6 An implementation plan for the Strategy has been developed. A lead group will be established, comprising relevant Council officers, Edible Edinburgh and representatives from Edinburgh's growing community to oversee implementation of the Plan. Specific actions will necessarily reflect available budget and the Council will continue to work with Edible Edinburgh and other partners to maximise leverage of external funding where this is possible. Progress will be reported through Committee at key milestones.

5. Next Steps

- 5.1 As we develop our Net Zero 2030 Strategy, we will look for further opportunities to support the outcomes of this Food Growing Strategy by working with partners to reduce our carbon emissions, support local good growing businesses, increase land available for food growing, reduce inequalities and increase awareness and choice around healthy and sustainable food.
- 5.2 Once approved, the Strategy will be published on the Edible Edinburgh website.
- 5.3 We will also begin work with our neighbouring local authorities and the Regional Business Council to explore what a regional strategy could look like and consider what priorities it should have.

6. Financial impact

- 6.1 Implementation of the strategy will be taken forward as part of the Council's overall work on sustainability.
- 6.2 The reach and extent of implementation activities will depend upon available resource.

7. Stakeholder/Community Impact

- 7.1 In 2019, a number of engagement exercises, events and meetings with relevant stakeholders were held to gather people's views on the purpose, objectives and content of this food growing strategy. Events held included a Food Summit and a number of workshops organised by Edible Edinburgh and community organisations.

- 7.2 Edible Edinburgh held its first Business Breakfast in the Edinburgh International Conference Centre (EICC) in November 2019. The event, which was opened by the Lord Provost, focused on how food and related businesses can contribute to making Edinburgh a sustainable food city, including through local food production and distribution. The event was well-received with around 55 local and national businesses attending. A number of other Business Breakfasts followed this initial event.
- 7.3 This engagement continued into 2020 and early 2021. Consultation on the draft strategy was launched in December 2020 and ran for a six week period on the Council's consultation hub. Over a hundred responses were received from a range of individuals and organisations including those growing food for their own personal or community needs and organisations who were either working in the food field or involved in food in some way. A number of events were organised to gather views on the strategy to feed into the consultation.
- 7.4 An integrated impact assessment has been carried out as part of the development of this strategy.
- 7.5 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

- 8.1 [Draft Edinburgh Food Growing Strategy for Consultation](#), Policy & Sustainability Committee, 25 February 2020
- 8.2 [Cultivating Communities – A Growing Success. The 3rd Allotment Strategy for the City of Edinburgh 2017-2027](#)

9. Appendices

Appendix 1 – Growing Locally, Edinburgh's draft Food Growing Strategy

Growing Locally

Edinburgh's Food Growing Strategy

2021-26

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Executive Summary

'Growing Locally' is Edinburgh's first food growing strategy. It is part of the Council's broader approach to recovery from the pandemic and meeting our key priorities to eradicate poverty, achieve net zero emissions, and work for a fairer, more inclusive city.

The strategy aims to support citizens and communities to play a part in meeting these challenges. It encourages greater participation in food growing, promotes healthy and sustainable food and supports local businesses to thrive.

Through this document and its implementation by the Council and partners our vision is for:

Edinburgh to be a city with a vibrant, thriving and sustainable local food economy, where residents, community groups and local business can access healthy, sustainable food locally, and are able to grow more food across a diverse range of sites within the city.

'Growing Locally' is a city-wide strategy developed in collaboration with the Edible Edinburgh partnership, Transition Edinburgh and Edinburgh Community Food.



Through the implementation of this strategy we will:

1. **Grow more food in Edinburgh:** We will find innovative ways to increase the land available for food growing, including increasing allotment provision and land for community growing. We will identify new potential areas for growing and ensure we

grow sustainably, in ways that protect and enhance our biodiversity and habitats.

2. **Increase consumption of locally grown food.** We will support Edinburgh's green recovery by encouraging new markets and opportunities for local food growers and sellers. We will do this in ways that promote a more sustainable local economy, shortening supply chains and encouraging reuse and recycling. We will address food poverty and insecurity by building community resilience, including income resilience and ensure systems for provision of emergency food are co-ordinated, while maintaining dignity and respect.

3. **Increase awareness of and engagement in sustainable food across the city.** We will increase awareness of sustainable food and its benefits and encourage more people to become involved in food growing and local food projects. We will provide support, where necessary, for community groups to

participate and benefit from local food growing opportunities. We will increase awareness of working with nature through growing, improving our soils and providing skills for community groups and schools to benefit from sustainable growing. We will develop support mechanisms and ways to connect growers and buyers that allows them to communicate with each other and seek the support and training they need.

The benefits of achieving these outcomes are clear. Food growing in all its forms can deliver many lasting benefits for individuals and communities. It can:

- support local sustainable food supply and consumption.
- Improve the physical and mental health and wellbeing of people and families across the city, reducing isolation and providing a means of bringing people together.
- Help people by improving access to fresh locally grown fruit and vegetables, and

helping people to enjoy good quality, healthy food.

- Encourage people to learn new skills and build a sense of pride and self-esteem.
- Reduce food waste and the carbon emissions associated with the growing, transport and selling of food.
- Enhance the quality of the city's lived environment by encouraging the development of sustainable green spaces, and improving biodiversity.
- Improve place-making, helping to support the Council's principle of '20 minute neighbourhoods.
- Support local businesses to thrive and grow through the growing and selling of local food.

Delivering our vision will be challenging, but we can achieve it if we work together, reaping the benefits and monitoring our progress to ensure we are delivering a truly sustainable food city.

Foreword

The overarching ambition of the Council is to ensure everyone benefits from Edinburgh's success. As a Council, on behalf of the city, we have also formally declared a climate emergency and committed to becoming carbon neutral by 2030. Through the development of our Net Zero 2030 Strategy and End Poverty Delivery Plan the council is working towards making the changes required to transition to a carbon neutral economy and to do so in a way that is fair to all including those in this city who experience poverty.

The last year has seen challenges we have not faced before following the coronavirus outbreak and the need for a green recovery from it. As well as reducing our emissions, we are committed to ending poverty in the city by 2030 and ensuring well-being and equalities are enhanced for all in the city. These are key priorities for the Council and the city as well as

recovering economically and socially from COVID-19.

Growing Locally, Edinburgh's food growing strategy represents a major development for Edinburgh, bringing together for the first time our proposed approach to encouraging more local production, more sustainable management of food growing and perhaps most importantly of all, an ongoing discussion as a city about what a diverse and vibrant food economy looks like.

We are encouraged by the work already carried out by the Council, our partners and our growing communities and this strategy will look to enhance and extend that good work throughout the city. Throughout the engagement process to develop this strategy local growers and citizens have been at the forefront of how we have shaped our approach. We have identified key areas for action which we will now take forward and identified the wider socio economic benefits such action brings.

This strategy is about choice. It's about giving families greater information about healthy and sustainable food, it's about supporting local businesses to continue to flourish and it's about how the City of Edinburgh Council can help create the right conditions for these activities to thrive. This will not be achieved by the City of Edinburgh Council alone but by us working together through strong existing partnerships and with the residents of Scotland's capital.

My thanks go to the Council partners involved for their participation in this strategy, and to the community groups, growers and interested parties who participated in the development of the document.

Councillor George Gordon

**City of Edinburgh Council Sustainability
Champion**

Chair, Edible Edinburgh

1. Introduction

'Growing Locally' is Edinburgh's first food growing strategy and is a core plank of the Council's broader approach to recovery from the pandemic and meeting our key priorities to **end poverty, become a net zero city, and ensure wellbeing and equalities are enhanced for all.**

These priorities are set out in the three year **Council Business Plan – Our Future Council, Our Future City**, and represent an ambitious programme of work designed to ensure that Edinburgh's recovery meets the needs and aspirations of its citizens.



Food growing has an important part to play in making sure we meet those aims. We know that the growing of food in communities is good for place making and bringing people together, improves people's health and wellbeing, helps people to enjoy good quality, healthy and local food, learn new skills, build new relationships, improve biodiversity, and mitigate the effects of climate change in a city.

It is for all these reason that this strategy aims to further develop opportunities for food growing in Edinburgh, supporting citizens and communities to live healthier lives, and support local businesses to thrive.

Developing our food growing strategy

This strategy was developed in collaboration with **Edible Edinburgh**, and supports the city-wide work of this partnership to inspire and motivate everyone across the city to work together to build new approaches to food.

Development of the strategy began in 2019 with events including a Food Summit, workshops organised by Edible Edinburgh and community organisations, and meetings with key stakeholders.

Edible Edinburgh held a short series of well attended Business Breakfasts in 2019 and 2020, focusing on how food and related businesses can contribute to making Edinburgh a sustainable food city, including through local food production and distribution.

Consultation on the draft strategy was launched in December 2020 and ran for a 6 week period. Over a hundred responses were received from a range of individuals and organisations including those growing food for their own personal or community needs and organisations who were either working in the food field or involved in food in some way.

Responses to the consultation clearly showed the amount and variety of food growing activity and sustainable food work going on in the city and the enthusiasm for growing that exists. Demand for

food growing is on the increase and responses clearly showed the importance of creating more space for growing, especially in less affluent areas of the city. Many in the consultation highlighted the importance of ensuring food was grown as sustainably and organically as possible, and in ways that protected and enhanced our rich and diverse habitats and species.

People felt support and training were needed for more people to get involved in growing and to support community gardening projects. There is a wealth of such support in Edinburgh provided by a range of organisations, and mechanisms are needed to help people find and access these resources.

Another major theme coming out of the consultation was the need to create a more localised and circular food economy in Edinburgh, to support and encourage local buying and selling. Ways to reduce and recycle food waste were seen as important aspects of this.

From the responses, ways to tackle food insecurity and poverty, especially in the wake of the coronavirus pandemic, were highlighted as a crucial Growing Locally, Edinburgh's Food Growing Strategy

part of this so as a city we develop a sustainable, local food economy that benefits all.

Lastly, raising awareness and engagement in food growing and sustainable food were seen as important, to encourage more involvement in food growing, increase the physical and mental health benefits of good food and allow networking of growers, local food retailers and consumers to help develop Edinburgh's sustainable food system.

Policy context

This strategy does not stand alone, but is part of a wider programme of work aiming to deliver the priorities set out in the Council Business Plan.

The development of our food growing strategy has been informed by, and will itself inform the implementation of a number of other projects and workplans which offer key opportunities to take forward the city's food growing ambitions.

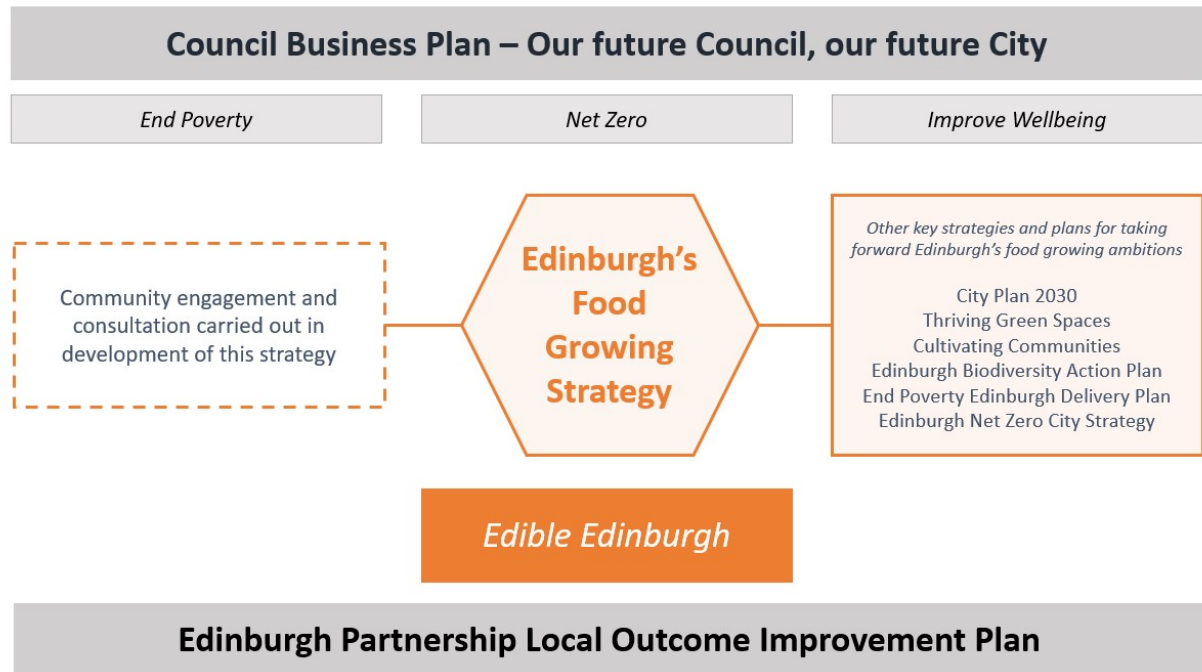
- **Thriving Green Spaces** - Edinburgh is one of Europe's greenest cities with many award-winning parks that need to be nurtured and supported. With funding support from the

National Lottery we are carrying on a conversation with our partners and residents about how we protect, evolve and make the most of our unique green spaces, protecting and enhance Edinburgh's biodiversity and habitats, and delivering greater benefits to our citizens.

- **City Plan 2030** - Edinburgh needs to make sure that its future growth meets our ambitions to be a sustainable city with the right types and quality of new homes and neighbourhoods, in the right locations, with the right infrastructure. City Plan 2030 will set out the policies and procedures needed to manage the sustainable development of Edinburgh over the next ten years. During consultation carried out in development of the plan, 89% of respondents said that the plan should identify specific sites for new allotments and food growing.
- **Cultivating Communities** - The Council's third allotments strategy – Cultivating Communities – aims to increase allotment provision, reduce waiting times and make allotments as assessable as possible. This food growing strategy, alongside

the Thriving Green Spaces and other projects, will be key to helping to meet these objectives.

- **Edinburgh Biodiversity Action Plan** - Published in May 2019, the Edinburgh Biodiversity Action Plan 2019-2021 sets out a partnership approach to protecting and enhancing biodiversity across the city. The plan has a strong emphasis on the importance of private gardens, allotments and community growing areas as places for wildlife.
- **End Poverty Edinburgh Delivery Plan** – food poverty is a growing issue in Edinburgh, and the challenges and solutions to improving food security are incorporated within the city’s plan to eradicate poverty by 2030.
- **Net Zero 2030 City Strategy** - In 2019 the City of Edinburgh Council declared a climate Emergency and agreed a target of becoming a net zero emissions city by 2030. To achieve that goal, a new long-term strategy for becoming carbon neutral by 2030 is being developed and due to be published in Autumn 2021. Sustainable food growing and consumption will be an important element of this work as it progresses.



- **Local Outcome Improvement Plan** – The Edinburgh Partnership’s Local Outcome Improvement Plan sets out the ways the city’s key stakeholders work together to tackle long standing issues in Edinburgh. The plan describes shared partnership priorities to end poverty in Edinburgh by making sure people have enough money to live on, can access work, learning, and training opportunities, and have good places to live.

2. Food Growing in Edinburgh – key facts

This strategy aims to take a more holistic approach to food growing in Edinburgh, so that the benefits of this can be realised by as many of our citizens as possible.

Allotments play an important role in promoting food growing in the city but are not the whole story.

Edinburgh is also home to an estimated 69 community growing projects. Such projects are often involved in much more than just growing food, working with local communities to promote healthy eating, alleviate poverty and inequalities, improve community cohesion, reduce isolation and encourage nature and outdoor activities, and are often located in areas of deprivation in the city.

As well as growing, food is an integral part of Edinburgh's economy, accounting for almost 10% of all jobs in the city. Food insecurity was a key issue raised by the city's recent inquiry into the realities of poverty in Edinburgh, and food consumption and

production are significant contributors to the city's greenhouse gas emissions.

Key facts about food in Edinburgh

- Edinburgh is home to over 1,900 allotment plots, and 69 community growing projects
- Agriculture and related land use sector are responsible for just under a quarter of Scotland's greenhouse gas emissions
- Even before Covid, an estimated 24,000 adults experienced food insecurity in Edinburgh
- Spending on food accounts for a fifth of all income for Edinburgh's poorest households.
- The food economy employs over 30,000 people in Edinburgh
- Only 19% of men and 24% of women consume the recommended amount of five or more portions per day

Food related contributions to climate change

- The food we eat contributes 30% of total greenhouse gas emissions in the UK.
- A third of the food we produce goes to waste.
- More than half of food related emissions are driven by non-agriculture related activities – consumption, manufacturing and transport.
- Even as an urban centre with little agriculture activity, food systems in Edinburgh are still likely to make a significant contribution to the city's greenhouse gas emissions.

Food economy in Edinburgh

- Only around 500 people in Edinburgh were employed in activities related to agriculture, fishing or aquaculture in 2019, around 0.1% of total city employment
- Despite this the city is home to a large and vibrant food economy, with over 26,000 people employed across almost 1,700 city businesses.
- Food manufacturing accounts for more than 1,800 of these jobs and is one of the city's few concentrations of manufacturing employment – with particular activity in manufacturing bakery

products, seafood processing, distilleries and breweries.

- Over 24,000 people are employed in food and beverage service jobs

Food growing in Edinburgh

- Edinburgh has a vibrant local and community food growing culture. As of April 2020 there were 45 allotment sites in Edinburgh with 1,913 plots, of which 1,621 are managed by the City of Edinburgh Council.
- Demand for allotments has grown considerably in recent years. During the first Covid-19 lockdown (April-July 2020) there was a threefold increase in the number of plot applications received with a total of 1,095 applications received during this period. As of November 2020, the Council's waiting list for an allotment stood at 3,292.
- 37 sites have been identified as having the potential to be developed as allotments and are currently being assessed to determine any development or title restrictions. Newcraighall

and the Leith Links extension aim to be operational by 2022.

Food Security

- An estimated 77,600 people in Edinburgh lived in poverty in Edinburgh in the year prior to the coronavirus outbreak, including almost 1 in 5 of all children in the city.
- Poverty affects people in all parts of the city and evidence shows a growing number of families struggling to get by and facing impossible choices as to how to feed their children.
- Food is a key component of household budgets in the UK, accounting for about one in every ten pounds spent. For the poorest 10% of households, food accounts for about 15% of all expenditure and takes up about a fifth of household disposable income.
- Accessibility to affordable, good quality food is a key issue. In Edinburgh Granton South and Wardieburn was identified as the 10th most deprived *food desert* in Scotland.
- 300 families have participated in the Council's Discover! programme since December 2019. The programme offers children and their families

food support, cooking skills and advice, money advice, social trips and experiences, and wellbeing support.

- As a part of Covid response plans during 2020, the Council channelled over £1.5m in free school meal payments in cash to all families who were receiving them, while promotion campaigns resulted in a 100% increase in free school meal take up.
- During the period to November 2020, Council services, Volunteer Edinburgh and EVOC oversaw the distribution of funds providing the equivalent of 25,000 weeks of shopping or prepared meals to people in need of support across Edinburgh.
- Even before the Covid pandemic, analysis on food vulnerability estimated that 24,000 working age adults in Edinburgh worried that they would run out of food at times during 2018. Almost 10,000 said they had gone without food because of a lack of money.

3. Vision and Objectives

Through this document and its implementation by the Council and partners our vision is for:

Edinburgh to be a city with a vibrant, thriving and sustainable local food economy, where residents, community groups and local business can access healthy, sustainable food locally, and are able to grow more food across a diverse range of sites within the city.

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To meet this vision, the strategy sets out three outcomes we need the Council and city partners to work together to deliver. Through the implementation of this strategy we aim to deliver three key objectives.

Objective 1. Grow more food in Edinburgh

One of the main themes coming out of the consultation on this strategy was the need for more land in Edinburgh to be identified and allocated for food growing. The demand for land in the city is high, and we need to develop innovate ways to meet food growers needs.

As well as creating more land for growing we also need to ensure we grow sustainably. The Council's commitment to a Net Zero City by 2030 recognises the key role biodiversity and the natural environment have in reducing emissions and adapting to climate change. Through this strategy we will aim to make sure our food growing activity supports biodiversity and habitats, and methods of growing that do so.

Objective 2. Increase consumption of locally grown food

A second theme coming out of the consultation was a need to create a more sustainable, local and circular food economy. This includes encouraging business to stock more local produce, support local food businesses in their recovery from the covid pandemic, and supporting new market opportunities for local food producers and sellers.

In doing so we will aim to tackle food insecurity in the city with a cash first approach that builds on the recommendations of the Edinburgh Poverty Commission, builds income security , and provides access to emergency food provision where it is needed in a way that is co-ordinated, and maintains dignity and respect.

Objective 3. Improve awareness of and engagement in sustainable food across the city

The engagement, enthusiasm and activism of our citizens and communities in local food growing is the foundation of the successful food growing in Edinburgh. A key objective of this strategy is to

increase awareness of sustainable food and its benefits, encourage involvement of more people in food growing and provide support, where necessary, for community groups to participate and benefit from local food growing opportunities. This includes the promotion of healthy eating, sustainable food production and local food growing.

The benefits of food growing

The benefits of achieving these outcomes are clear. Food growing in all its forms can deliver many lasting benefits for individuals and communities. It can:

- Improve the physical and mental health and wellbeing of people and families across the city, reducing isolation and providing a means of bringing people together
- Help people by improving access to fresh locally grown fruit and vegetables.
- Encourage people to learn new skills and build a sense of pride and self-esteem

- Reduce food waste and the carbon emissions associated with the growing, transportation and selling of food
- Enhance the quality of the city's lived environment by encouraging the development of sustainable green spaces, and improving biodiversity, and
- Support local businesses to thrive and grow through the growing and selling of local food.

Delivering our vision will be challenging, but we can achieve it if we work together, reaping the benefits and monitoring our progress to ensure we are delivering a truly sustainable food city.

Case study – Inchview Care Home

Inch View Care Home opened in 2011 as a purpose-built care home specialising in looking after residents



with dementia. Inch View became the first care home in Scotland to win the Soil Association's prestigious Silver Food for Life Served Here Catering Mark. The council-run home achieved the Silver Catering Mark through its commitment to sourcing most of its food locally and from organic suppliers. The home is not only supporting local suppliers but also growing its own food. It has a wheelchair-accessible polytunnel, which was built in the grounds of the home by volunteers, local pupils from Liberton High School, and Food for Life Scotland team members. The garden is looked after by volunteer gardener Stuart McKenzie and has helped improve the health and wellbeing of its residents, some of whom play an active part in the garden's development and care.

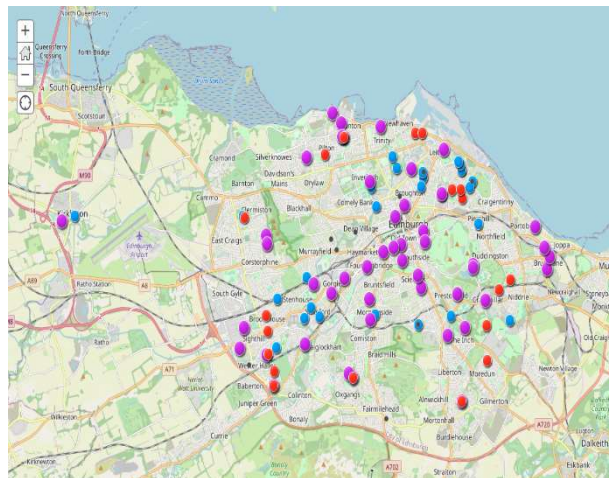
Objective 1: Grow more food in Edinburgh

Edinburgh has a wide range of food growing sites and food related activity going on across the city. One of the main themes coming out of the consultation was the need for more land in the city to be identified and allocated for food growing. The demand for land in Edinburgh is high. As such, innovative ways need to be found to meet food growers needs.

As well as creating more land for growing, we need to ensure we grow sustainably, protecting and enhancing biodiversity and habitats through our food growing activity. Gardens and allotments offer a valuable habitat for wildlife, particularly in urban areas. The Climate Change Declaration agreed by the Council in May 2019 recognised the key role protecting and restoring biodiversity and the natural environment has in reducing emissions and adapting to climate change.

As part of the development of this strategy, we invited citizens and organisations to tell us about any food growing activities they are involved in or know about in Edinburgh. Figure 1 below shows a snapshot of this activity. Over the lifetime of this strategy we will continue to gather this information and use it to build a better understanding of food growing in the city, and the social and economic benefits it brings to our citizens, communities and the city.

Figure 1: Growing sites and food projects in Edinburgh



ACTIONS- Grow more food in Edinburgh

1. We will improve the information available about food growing in Edinburgh, and use this information to help us to measure progress and identify opportunities to support

a. Allotments and Community Gardens

We are working to meet the growing demand for allotments through [Cultivating Communities – A Growing Success 2017-2027](#), our **ten year Allotment Strategy**. As highlighted by the response to the consultation, the demand for allotments has grown in recent years, especially following the COVID-19 outbreak. The Council has been actively working to increase allotment provision and the number of allotment plots in Edinburgh has increased year by year. There are currently 1,913 allotment plots across 45 sites in the city, 1,621 of which are managed directly by the Council. A 26 plot site is opening in April 2021 and an additional six plots are to be added to an existing allotment in 2022.

In partnership with the Edinburgh and Lothians Greenspace Trust, six further locations have been

identified as having greatest suitability for development as allotments and/or community gardens. Subject to consultation, it is anticipated that these sites have the potential to add an extra 200 allotment plots to the Council's allotment provision.

The Council works in partnership with the Federation of Edinburgh and District Allotments and Gardens Association (FEDAGA) to ensure allotment standards are maintained. An online allotment application process was introduced in 2019 which has improved customer access and ensures that the administration of the waiting list remains manageable within existing Council resources.

There are around 69 **food growing community gardens** in Edinburgh. The Council supported their creation and development through the provision of land, as well as funding from the Edinburgh Integrated Joint Board. 37 sites in Council ownership have been identified as having the potential for development as allotments or community gardens. While many of these sites are recognised as being 'common good' and would Growing Locally, Edinburgh's Food Growing Strategy

require changes in use consents to allow development as growing sites, they represent a significant potential resource of up to 3,000 additional plots.

The Council has a legal obligation to help fulfil the Council's "biodiversity duty" under the Natural Heritage Act 1991. We do this through promotion and encouraging allotment holders and site managers using information such as the 'Gardening in harmony with nature' booklet. Gardens and allotments offer a valuable habitat for wildlife, particularly in urban areas.

ACTIONS – Grow more food in Edinburgh

2. We will deliver 'Cultivating Communities 2017-2027', to improve the number and quality of allotments and food growing sites in Edinburgh.
3. We will encourage sustainable growing practices and action to protect Edinburgh's species and habitats through the Cultivating Communities strategy, the Edinburgh Biodiversity Action Plan, and

Council and Edible Edinburgh media channels

b. Parks and Greenspaces

The Council's **Thriving Green Spaces** programme is developing new food growing sites and community orchards and encouraging increased participation in food growing in city parks.

The Council is working with the Royal Caledonian Horticultural Society and Scotland's Rural College to provide learning and teaching resources, and courses on growing in Saughton Park. At the same time, the Council and Edinburgh and Lothian Greenspace Trust are working with local communities on developing more growing sites within parks and other green spaces, especially in areas of deprivation.

The Council's '**Million Tree City**' initiative will include the planting of new trees, including fruit trees, on both public and private land, via new developments and through replacement of old, diseased and damaged trees.

c. Council Housing Land

There are more than 25 community gardens and food growing areas on Council housing land primarily for the use of Council tenants. The Council's housing investment strategy is supporting the use of land to support tenants to grow fruit and vegetables. Further investment is planned to improve and increase this activity, following support from tenants. The use of a partner organisation to support the delivery and management of these community gardens and food growing areas is being explored and a pilot project in the Hutchison area of the city is currently underway. The scope of the Tenant Group Grants system has also been expanded to support community garden projects.

Edible Estates provides a framework for creating community growing projects in Council estates. It is working with the Council on delivering food growing projects on Council housing land.

d. School Grounds

Several schools in the city are involved in growing food in their grounds as part of the Council's outside education programme. Allotment space is provided

Growing Locally, Edinburgh's Food Growing Strategy

in the grounds of all the Council's new build schools and nurseries, and food growing is included in the school curriculum.

The Council's Eco-schools programme has the scope to extend opportunities for food growing in schools and at home. Schools can choose to focus on a number of different topics, including sustainable food. The Council provides training with schools on developing their eco-school topic areas and under the food theme, helps schools to consider the potential for food growing in school grounds, learn from schools where food growing is already well-developed, and consider ways to involve parents and families in growing at home or in their local community.

City organisations are also working with schools on food growing projects. This includes learning about its links to health, nature and wellbeing. The aim is to help children learn through practical experience about the importance of food from how it is grown to how it benefits both people and nature.

ACTIONS – Grow more food in Edinburgh

4. We will develop opportunities for creating new spaces for growing in our parks and greenspaces through our 30 year strategy 'Thriving Green Spaces 2050'
5. We will support and promote food growing initiatives on Council housing land and in our schools, ensuring that these initiatives also provide health, well-being and environmental benefit to communities.

e. Future Growing

Edinburgh's new Local Development Plan, **City Plan 2030**, offers the potential for more food growing sites to be identified in the city, supported by a refreshed **Open Space Strategy** which will also seek to make provision for allotments. The Council will work with local communities to prepare Place Briefs for sites that could include food growing, and will also support Local Place Plans being developed for communities.

The creation of new community growing spaces, allotments and community woodland has been proposed as part of the regeneration of **Granton**

Waterfront. This former industrial brownfield site comprises around 300 hectares of open green space and parkland and 50 hectares of former industrial land. The development aims to build with nature, providing the flexibility to meet the changing environment and communities it will serve. As well as the creation of a new coastal park, internal green spaces and a green network will be established. Proposed development of land east of Granton Waterfront also has the potential to create new community growing spaces and allotments.

Lauriston Farm aims to be Edinburgh's first agricultural enterprise and learning centre. The project is being taken forward by Edinburgh Agroecology Cooperative (EAC) through a long term lease with the Council. EAC aims to transform this 100 acre (40 ha) farm in North Edinburgh, delivering significantly scaled up food production, providing quality employment, training and volunteer opportunities with a strong focus on biodiversity enhancement and soil restoration, bringing the community together through hosting community activities and events. A Biodiversity Management

Growing Locally, Edinburgh's Food Growing Strategy

Plan is being developed. A Community Interest Company and Workers Cooperative have been established to work jointly with the local community to start growing food and continue to develop a thriving local business.

ACTIONS – Grow more food in Edinburgh

6. We will look at opportunities for creating new spaces for growing through Edinburgh's City Plan 2030 and the redevelopment of Granton Waterfront.

7. We will support the development of Lauriston Farm and its potential for scaling up food production in the city.

Case Study – Gracemount Walled Garden

Transition Edinburgh South (TES) supports Gracemount Community Garden which grows fruit and vegetables in the walled garden in the grounds of Gracemount Mansion house. Their part-time gardener works with local volunteers using organic regenerative horticulture. All involved are welcome to harvest food produced

and much of it goes home with local school children. The project works very closely with local schools. Children from the primary school visit the garden once a week. Agroecological growing is practiced at the garden and children learn about growing in this way. The project also works with community groups, the local residents' association, youth group, churches and organisations promoting nature, mental welfare and well-being.

The aim is to help tackle climate change by providing access to locally produced, low-carbon food for local people, while creating a pleasant outdoor space and a friendly project for all who want to join in. TES works with Edinburgh Food Social to provide a free community lunch, run workshops on cooking using their seasonal local food, helping people gain food hygiene certificates, and giving tips about reducing food waste.

Objective 2: Increase consumption of locally grown food

Edinburgh has a strong tradition of local food production. To meet our vision for a thriving local food economy, we need to do more to increase the selling and consumption of locally grown food within the city. This means working to ensure our programmes encourage residents and businesses to buy locally produced products. In doing so we also need to better understand the barriers facing local growers.

A third theme coming out of the consultation was the importance of food in tackling poverty. The Council has set an ambitious target of eradicating poverty in Edinburgh by 2030. In June 2018 the Council supported the launch of a new independent Edinburgh Poverty Commission and agreed that recommendations proposed by the Commission would be taken forward by the Council and other partners, including the Edinburgh Partnership. A citizen action group End Poverty Edinburgh has also Growing Locally, Edinburgh's Food Growing Strategy

been established to work with the Council and partners across the city to tackle poverty.

a. Local Markets

Edinburgh has a thriving network of local food producers, shops, hubs and Farmers Markets that sell locally sourced and sustainable food. During the pandemic interest in and purchase of locally produced food increased. As part of the consultation on this strategy we asked people in what ways they were supporting local food purchasing in Edinburgh. The vast majority of respondents said they regularly buy food from local shops and suppliers, a third said they had vegetable box deliveries.

To encourage growth in this sector, as well as how to encourage more people to buy from local farmers markets, the Council will work with partners to explore the feasibility of establishing an indoor market and local food distribution hub in Edinburgh.

Edible Edinburgh is working on raising awareness and engaging business on sustainable local food. A business food charter was developed, a number of

sustainable food campaigns have been run, including **Peas Please** and **Edinburgh Sustainable Fish City**, and the partnership have hosted a number of Business Breakfasts. Next steps include further work to build on these foundations to improve opportunities for local food producers and to reach out to businesses and bigger retailers not currently engaged in this process.

ACTIONS: Increase consumption of locally grown food

1. We will work with partners and stakeholders to explore the feasibility of establishing an indoor market and local food distribution hub in Edinburgh.
2. We will work in partnership with Edible Edinburgh to increase business awareness and engagement through promotion of their sustainable food campaigns and supporting and participation in their Business Breakfast events.

b. Circular Economy

The potential value to our local economy of a circular economy approach is set out in a report commissioned by Zero Waste Scotland which highlights the economic opportunities unique to Edinburgh. Due for publication later in 2021, **The Net Zero 2030 City Strategy** will aim to promote key circular economy principles of reduce, reuse and recycling. This includes setting ambitious targets for reducing, reusing and recycling waste, providing advice and guidance and encouraging businesses to think about climate change as part of their regular risk monitoring, and establishing a circular economy kick-starter fund for SMEs based in the city.

The Council works hard to reduce and recycle its waste. The Council actively encourages residents to reduce and recycle food waste and works with **Changeworks** and other partners to do so. All municipal food waste collected is sent to **Millerhill food waste treatment facility** to be turned into energy. Changeworks provide advice on composting unused fruit and vegetables, the Love Food Hate Waste Campaign provides tips on reducing food Growing Locally, Edinburgh's Food Growing Strategy

waste, and advice is given on the Council's website on how to make food shopping choices that help consumers save money and help the environment.

Most allotment holders in Edinburgh follow organic growing principles and compost their green waste. New allotment sites developed over the last few years are fully organic.

ACTIONS: Increase consumption of locally grown food

8. We will promote Edinburgh's circular economy, shortening food supply chains, reducing food waste and developing local food markets.

c. Good food served here

Public procurement of local and regional food is a key element of a local and sustainable food market. The Council is a member of the Soil Association's **Good Food Served Here** certification scheme which aims to ensure food served in council schools is high-quality, local, sustainable and organic. All Council schools and six council-run care homes have achieved Bronze accreditation under this scheme,

the Silver Award is being trialled at two Council schools and Inch View Care Home.

By being part of the Good Food Served here accreditation scheme, the Council has shortened its supply chain, improved access to the public market for Scottish producers, developed skills of its workforce and supported local and rural economies. This means school lunches in The City of Edinburgh Council schools, are nutritious, seasonal, have low food miles, use local suppliers and do not contain any unnecessary additives. Pre-COVID 18,600 meals were served daily in 87 primary and 22 secondary schools. The Council uses local suppliers to provide their fresh fruit, fresh meat, vegetables, bakery goods and milk.

Good food not only reduces food miles, it helps to support thriving local economies. Research has shown that every £1 invested by councils in Food for Life brings a social return on investment of £4.41. The Soil Association support local authorities to make their supply chains shorter, more transparent, and more beneficial to their local economies. For instance, working with the City of Edinburgh

Council, the Soil Association increased the spend on Quality Meat Scotland farm assured meat from around £16,000 in 2014 to £220,000 in 2016/17.

The Council will continue to work with the Soil Association to encourage more Council schools to achieve Silver accreditation and work in partnership to encourage more public and private sector organisations in the city to become part of this accreditation scheme.

ACTIONS: Increase consumption of locally grown food

5. We will work with the Soil Association and other partners to encourage take up of the Good Food Served Here Certification Scheme by public and private sector organisations across the city.

d. Food Insecurity and Community Well-being

The impact of Covid-19 has increased food insecurity in Edinburgh, especially for vulnerable people and those at risk of poverty as a result of the pandemic. The Council has developed an **End Growing Locally**, Edinburgh's Food Growing Strategy

Poverty in Edinburgh Delivery Plan 2020-2030

which includes actions on tackling food insecurity, child poverty and holiday hunger during and post COVID-19. As part of the Delivery Plan, the Council, EVOC and local organisations will continue to work together to fund, co-ordinate and operate services, improving access to quality fresh food to citizens experiencing food insecurity and avoiding a return to reliance on food banks. The Council will continue to work with partners involved in ensuring people in poverty have access to food support where it is needed.

All primary schools across Edinburgh provide access to a universal breakfast club and delivery of the Council's '**Discover!**' programme will continue, working with families to reduce food anxiety, build skills and address social isolation. The Programme aims to reduce poverty and food and financial stress over the school holidays with increased access to community provision, support services and families feeling less isolated.

The **Edinburgh Partnership** is developing an approach to addressing food insecurity, taking

account of learning from the response to the COVID-19 pandemic and earlier frameworks and approaches. This approach includes improving the level and security of people's incomes to reduce the need for emergency food provision; and the development of a wider food strategy which encompasses the provision of food in an individual or global crisis, and the role of food as part of a wider network of local support for wellbeing, building community and individual resilience.

Many people in the consultation highlighted the importance of food growing to physical and mental health, and well-being, especially during lockdown. Food growing and being involved in food growing projects and activities has helped people stay active, work outdoors, reduce loneliness and social isolation through bringing people and communities together and help build confidence and increase skills.

There are a range of horticultural therapy programmes run by a number of organisations in the city, including the Council. Horticultural therapy referrals received by the Council's Allotment Service

are guided towards existing voluntary organisations, and subject to rental and access agreements being established, small growing spaces are created within allotment sites for allocation to individuals referred to the service for horticultural therapy. Help, support and mentoring on maintaining small growing spaces are organised by FEDAGA and local site committees.

Many other organisations in the city deliver such programmes and ways need to be found to support and connect them together.

ACTIONS: Tackle Food Insecurity and Promote Well-being

1. We will build up resilience to food insecurity in Edinburgh through delivery of the End Poverty in Edinburgh Delivery Plan and the Edinburgh Partnership's proposed approach.
2. We will continue to deliver emergency support for citizens experiencing poverty and hardship during Covid-19. This includes working with partners involved in ensuring

people in poverty have access to food support where it is needed.

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

Case Study – Edinburgh Community

Food



Edinburgh Community Food

(ECF) has supported citizens to access fresh food and nutritional education for 25

years. ECF has been a key partner in the Council's Discover! programme since it started, working closely with Lifelong Learning teams across the city to develop a blended range of themed activities, supporting over 330 children and families. For Discover! 2020, a Scottish-themed food and activity box was developed and delivered to families.

ECF commissioned seasonal vegetables grown locally at [Jock Tamson's Gairden](#). ECF's nutrition team built a recipe plan around this fresh produce to share with children and families. Basic cooking and preparation equipment was supplied. A ['Plot to Pot' step-by-step video](#), sharing skills and nutritional facts was produced by ECF and the [Scottish Tech Army](#). Children and families used the locally-grown food to make a healthy nutritious soup. Many shared the results on a (closed) Facebook page set up for on-going advice and peer-to-peer support.

Evaluation was undertaken. Findings included:

- 95% took part in the cooking sessions
- 95% enjoyed the cooking and baking the most of all the activities
- 91% saved money on food
- 90% report a better relationship with children over the summer.
- 81% felt that emotional health and well-being had improved.
- 70% felt more connected to the community and 62% more connected to other families

Objective 3: Increase awareness and engagement

The engagement, enthusiasm and activism of our citizens and communities in local food growing is the foundation of the successful food growing in Edinburgh. A key objective of this strategy is therefore to increase awareness of sustainable food and its benefits, encourage involvement of more people in food growing and provide support, where necessary, for community groups to participate and benefit from local food growing opportunities. This includes the promotion of healthy eating, sustainable food production and local food growing.

a. Raising Awareness

In raising awareness of the benefits of local food growing and the opportunities that exist to get involved, it is important to celebrate success. The Council will continue to build on Edinburgh's success as a Bronze award Sustainable Food City, and work towards Silver status. In doing this, we will work with Edible Edinburgh and other partners to take a Growing Locally, Edinburgh's Food Growing Strategy

joined up, holistic approach to food and deliver impact on tackling climate change, building public awareness and citizenship, and helping to foster the good food movement.

We will work with partners to better-coordinate social media and other communication, engagement and promotional activity to improve the accessibility of information on local growing. This includes information about opportunities for growing, advice on socially and environmentally responsible growing, promotion of volunteering opportunities, and information about food growing groups and organisations.

Engaging young people is key to ensuring our vibrant food growing community continues to thrive into the future. Several schools in the city are already involved in growing food in their grounds as part of the Council's outside education programme, and a key objective of our wider sustainability programme is to build on this and increase awareness and engagement of young people in school settings and beyond

In addition, as the city embarks on its wider Climate ambitions the Council will continue to discuss with all citizens and promote the benefits of a diverse and vibrant food economy. This engagement activity will continue to influence and inform Council activity but it will also inform the development and delivery of the Net Zero 2030 City Strategy.

ACTIONS - Increase Awareness and Engagement

1. We will ensure food becomes a key part of the city climate conversation and Net Zero 2030 City Strategy.
2. We will work with Edible Edinburgh and other partners to ensure Edinburgh achieves the Sustainable Food Cities Silver Award
3. We will work with partners in Edible Edinburgh and across Edinburgh to develop a joint approach to communications to improve the information and advice available to citizens, community growers and businesses about how to get involved in local food growing and what support is available locally.

b. Making Connections

Two key themes coming out of the consultation were firstly the need for a more joined up approach to enable food growers and producers to communicate with each other and secondly, a central location for information about learning how to grow including training, skills upgrading and sources of help.

As part of the consultation we asked people what ways they are or could be involved in food growing in Edinburgh. We will use the responses received to develop a better picture of the kinds of growing activities people are involved in. From this, we will work with Edible Edinburgh, to establish a network for growers and community growing groups to communicate with each other and help encourage others to become involved. This network could have the potential to help growers share produce, support each other at all stages of growing and encourage more volunteers to become involved in growing.

At the same time, we will work with Edible Edinburgh to develop a central source of

Growing Locally, Edinburgh's Food Growing Strategy

information and toolkits on food growing training and skills, hosted on Edible Edinburgh's website.

ACTIONS - Increase Awareness and Engagement

4. We will work with Edible Edinburgh to establish what networks are needed for growers and community garden groups to communicate with each other and use the Edible Edinburgh website to provide a central source for information, toolkits and training sources for food growing in the city.

Case Study – Edinburgh Talks Climate



In July 2020 the Council launched Edinburgh Talks Climate, starting a new phase of engagement and collaboration around climate change.

As part of the launch, Steve from Edinburgh Food Social and Hannah from Changeworks spoke as part of a podcast about how we can make more sustainable choices around food.

The discussion is ongoing and the Council would like to hear from people about the choices they have made, or how they have managed to reduce food waste. You can [join in the discussion here](#), share your experiences and learn from others, to help explore the decisions we need to make together to live better and more sustainably.

4. Delivering the strategy

a. Implementation and monitoring

We will monitor progress towards achieving Edinburgh's first Food Growing Strategy, creating a baseline for growing and market share of local food. The implementation plan for this Strategy, including measures and targets to monitor progress, is set out in Appendix 1.

An officer lead group comprising officers from relevant Council Teams and representatives from the Edible Edinburgh Partnership, community growing groups and the wider community will be established to oversee implementation of the Food Growing Strategy.

We will also work with our citizens, community groups and other partners to take forward this implementation plan over the next five years, setting out how current and future activities will be

driven forward to make Edinburgh a city with a thriving local food system.

Progress will be reported through the Council's **Policy and Sustainability Committee** at key milestones.

Other forums also offer leadership and oversight of the food growing strategy in Edinburgh including **Edible Edinburgh** and progress will be reported to the Edible Edinburgh Partnership to maintain strategic coordination of activity across the city.

As we develop our **Net Zero 2030 City Strategy**, we will look for further opportunities to support the outcomes of this Food Growing Strategy by working with partners to reduce our carbon emissions, support local good growing businesses, increase land available for food growing, reduce inequalities and increase awareness and choice around healthy and sustainable food.

b. The Move to a Regional Strategy

A regional approach is needed to ensure our food system is developed at the scale needed to be

sustainable. We will work with our regional partners across Edinburgh, South East Scotland and further afield to expand our food growing strategy across a regional footprint. This intent will follow the good progress made in developing a food growing strategy for Edinburgh. Agriculture and food production are a hugely important sector in the region with very significant opportunities for development. Starting in 2021 and beyond, we will look to work with the other partner authorities and the Regional Business Council to explore what a regional strategy could look like and to consider what priorities it might have.

As we develop our Net Zero 2030 City Strategy, we will look for further opportunities to support the outcomes of this Food Growing Strategy by working with partners to reduce our carbon emissions, support local good growing businesses, increase land available for food growing, reduce inequalities and increase awareness and choice around healthy and sustainable food.

Appendix 1: Objectives and Actions

Objective 1 – Grow more food in Edinburgh

No	Action	Lead Stakeholders	Baseline	Key progress measure/Milestones & Source
1.	We will improve the information available about food growing sites in Edinburgh, and use it to help us to measure progress and identify opportunities to support.	City of Edinburgh Council	See appendix 2 baseline of mapped sites	Increase in number of food growing sites mapped
2.	We will deliver 'Cultivating Communities 2017-2027', to improve the number and quality of allotments and food growing sites in Edinburgh.	City of Edinburgh Council	45 allotment sites, 69 community growing projects	Annual increase in allotment site and community garden provision as reported through Cultivating Communities 2017-27 reporting
3.	We will encourage sustainable growing practices and action to protect Edinburgh's species and habitats through the Council's Allotment Strategy, the Edinburgh Biodiversity Action Plan and Council and Edible Edinburgh media channels.	City of Edinburgh Council, Edinburgh Biodiversity Partnership	As reported in the Edinburgh Biodiversity Action Plan	Increase biodiversity as reported through the Edinburgh Local Biodiversity Action Plan and bi-yearly Statutory Biodiversity Duty report
4.	We will explore opportunities for creating new spaces for growing in our parks and greenspaces through our 30 year strategy 'Thriving Green Spaces 2050'.	City of Edinburgh Council	In development	Annual increase in new growing spaces created in parks and greenspaces
5.	We will support and promote food growing initiatives on Council housing land and in our schools, ensuring that these initiatives also provide health, well-being and environmental benefit to communities.	City of Edinburgh Council	25 community gardens & food growing areas on Council housing land. Schools food growing sites to be mapped	No of food growing initiatives supported on Council housing land and in schools

Objective 1 – Grow more food in Edinburgh

No	Action	Lead Stakeholders	Baseline	Key progress measure/Milestones & Source
6.	We will explore opportunities for creating new spaces for growing through Edinburgh's City Plan 2030 and the redevelopment of Granton Waterfront.	City of Edinburgh Council	Not applicable	No of new growing sites being developed and created
7.	We will support the development of Lauriston Farm and its potential for scaling up food production in the city.	City of Edinburgh Council	Not applicable	Approval of Business Plan and signing of Heads of Terms Agreement. Ongoing support by Council and Edible Edinburgh

Objective 2 – Increase consumption of locally grown food

No	Action	Key Stakeholders	Baseline	Key progress measure/Milestone & Source
1.	We will work with partners and stakeholders to explore the feasibility of establishing an indoor market and local food distribution hub in Edinburgh.	City of Edinburgh Council, Edible Edinburgh	Not applicable	Development of feasibility study and business case for indoor market and food hub by 4Q 2021.
2.	We will work in partnership with Edible Edinburgh to increase business awareness and engagement through promotion of their sustainable food campaigns and participation in their Business Breakfasts.	Edible Edinburgh	96 Business Charter signatories 3 Business Breakfasts held	Increasing trend in campaign sign up and engagement numbers. Increased participation in Business Breakfasts. Source: Edible Edinburgh
3	We will promote Edinburgh's circular economy, shortening food supply chains, reducing food waste and developing local markets.	City of Edinburgh Council, city partners	30,000 tonnes of municipal food waste collected in 2019/2020. Turned into energy	Specific targets will be established and reported in line with the Net Zero 2030 Strategy

Objective 2 – Increase consumption of locally grown food

No	Action	Key Stakeholders	Baseline	Key progress measure/Milestone & Source
4.	We will work with the Soil Association and other partners to encourage take up of the Good Food Served Here Certification Scheme by public and private sector organisations across the city	City of Edinburgh Council, Edible Edinburgh	All Council schools & 6 care homes have Bronze accreditation. Silver trialled at 2 Council schools & 1 care home	Retention of bronze and increase in no of Council schools with Silver accreditation. Increase in city organisation accreditation
5.	We will build up resilience to food insecurity in Edinburgh through delivery of the End Poverty in Edinburgh Delivery Plan and the Edinburgh's Partnership's proposed approach.	City of Edinburgh Council, Edinburgh Partnership	In development	End Poverty Delivery plan and Edinburgh Partnership approach delivered. Progress reported annually.
6.	We will continue to deliver emergency support for citizens experiencing poverty and hardship during Covid-19. This includes working with third sector partners involved in ensuring people in poverty have access to food support where it is needed.	EVOC & City of Edinburgh Council	As reported in Covid-19 response dashboard	Specific targets to be identified in development of Edinburgh Partnership Food Insecurity Plan.
7.	We will encourage further take up of the Council's 'Discover!' programme, working with families to reduce food anxiety, build skills and address social isolation.	City of Edinburgh Council, delivery partners	Delivered to 390 families in 2019/2020	Increase in no of families supported by Discover! programme

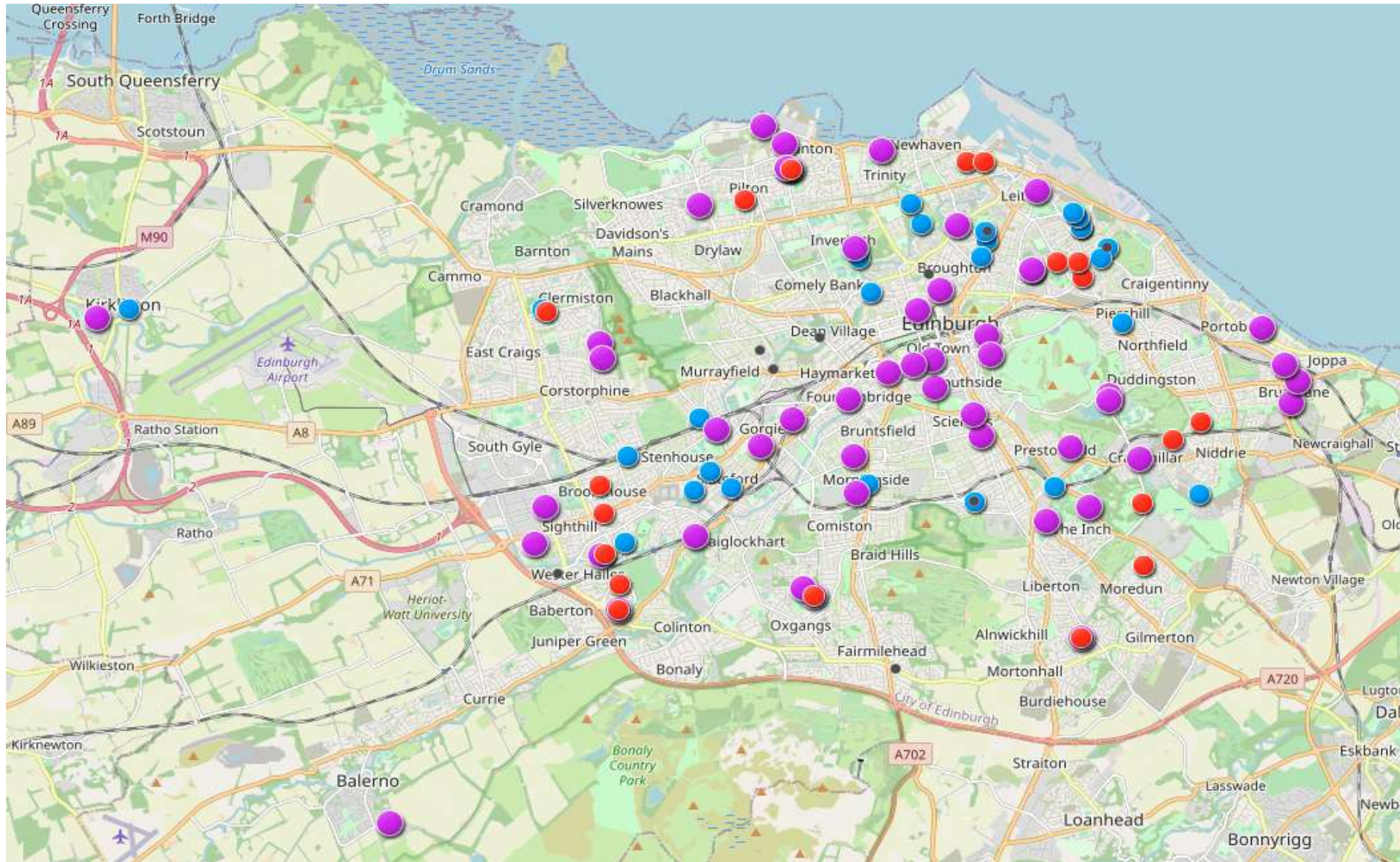
Objective 3 – Increase awareness and engagement

No	Action	Key Stakeholders	Baseline	Key progress measure/Milestone & Source
1.	We will ensure food becomes a key part of the city climate conversation and the Net Zero 2030 Strategy.	City of Edinburgh Council	As reported to Council through Edinburgh Talks Climate	Specific targets will be established and reported in line with the Net Zero 2030 Strategy

Objective 3 – Increase awareness and engagement

No	Action	Key Stakeholders	Baseline	Key progress measure/Milestone & Source
2.	We will work with Edible Edinburgh and other partners to ensure Edinburgh achieves the Sustainable Food Places Silver Accreditation.	Edible Edinburgh, City of Edinburgh Council	Twice yearly reporting on progress towards Silver	Achievement of Sustainable Food Places Silver Accreditation in June 2022
3	We will work with partners in Edible Edinburgh and across Edinburgh to develop a joint approach to communications to improve the information and advice available to citizens, community growers and businesses about how to get involved in local food growing and what support is available locally	Edible Edinburgh, City of Edinburgh Council	Not applicable	Development of Communications & Engagement Strategy by Q3 2021
4.	We will work with Edible Edinburgh to establish what networks are needed for growers and community garden groups to communicate with each other and use the Edible Edinburgh website to provide a central source for information, toolkits and training sources for food growing in the city	City of Edinburgh Council, Edible Edinburgh	Not applicable	Online growers and community garden networks established. Online training resources and toolkits developed by Q4 2021

Appendix 2: Growing Sites and Food Growing Projects in Edinburgh



Community Growing Projects

Acheson House Community Garden
Barony Community Garden
Bedford Community Garden
Braidwood Centre Community Garden
Bridgend Growing Communities
Calders Green Shoots Community Garden
Caleys Community Backgreen
Clovenstone Growing Hub
Corstorphine Hill Walled Garden
Craigmillar Growers
Cyrenians community gardens
Donkeyfield Orchard
The Field, Duddingston
Duddingston Kirk Glebe Project
Edinburgh Garden Partners
Food Sharing Edinburgh
Gracemount Walled Garden
Granton Walled Garden
Granton Community Gardeners SCIO
Gracemount Community Garden
Greendykes Organic Allotments
Greening our Streets
Greening Our Street, Meadows
Community Garden
Grove @ Summerhall
Grove Community Garden
Greyfriars Herb Garden
Hailesland Mini-Growing Hub
Harmeny Community Garden

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Helping Hands Community Growing Space
Heart of Newhaven
Inch View Care Home
Kirkliston Community Garden
Leith Growers Association
Leith Community Crops in Pots
Milton Road Community Garden
Newhaven Heritage Community Garden
North Edinburgh Grows
The Orchard Project
Orwell Community Backgreen
Oxgangs Community Garden
Pilton Community Garden
Portobello East Junction Community
Garden
Redbraes Community Garden
Royal Botanics - Edible Gardening Project
Royal Edinburgh Community Gardens
SAMH Redhall Walled Garden
Saughton Park Community Physic Garden

Council Allotments

Barnscout
Cambridge Avenue
Carrick Knowe
Chesser Crescent
Claremont Park
Craigentenny
Drumbrae
Ferry Road
Findlay Avenue

Greendykes Organic Allotments
Hutchinson Loan
Inchkeith Court
India Place
Inverleith Park
Kirkliston
Lady Road
Leith Links
Midmar Fields
Northfield Drive
Pilrig Park
Prospect Bank
Redhall
Restalrig
Saughton Mains
Stenhouse Drive
Victoria Park
Warriston
West Mains

Independent Run Allotments

Dean Gallery
Portobello East
Roseburn Cliff
Relugas Place
East Scotland Street Lane
Succoth Gardens
Craigentenny Telferton
Wester Hailes
Winton Loan

 **HRA Community Gardens**

Bingham Neighbourhood Garden
Broomhouse Growers
Calder Gardens
Calders Community Garden
Clovenstone Community Garden
Clovenstone Growing Hub
Craigentenny Community Garden
Craigmillar/Peffermill Court
Drumbrae Community Garden

Findlay Avenue / Sleigh Drive Allotments
Gracemount Mansion House Walled Garden
Granton Community Gardeners
Hamilton Wynd
Hawkhill/Nisbett Courts
Inchkeith Court
Lochend Secret Garden
Lochend Square Allotments
Magdalene Neighbourhood Garden
Moredun
Murrayburn & Hailesland Neighbourhood
Garden

North Edinburgh Community Organics
Northfield Drive Allotments
Oxgangs Community Garden
Piershill Square Allotments
Pilton Community Garden
Prestonfield Allotments
Redbrae's Community Garden
Saunders Street Community Garden
Wauchope Community Garden
West Cromwell – Persevere – Citadel Court

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Policy and Sustainability Committee

10.00am, Tuesday 20 April 2021

Scottish Government Heat in Buildings Strategy Consultation

Item number
Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee
 - 1.1.1 agree for the attached paper to be submitted as a Council response to the current consultation on the Scottish Government Draft Heat in Buildings Strategy

Andrew Kerr

Chief Executive

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Scottish Government Heat in Buildings Strategy Consultation

2. Executive Summary

- 2.1 This report provides a proposed Council response to consultation on the Scottish Government draft Heat in Buildings Strategy. Consultation on this strategy closes on 30 April 2021.
- 2.2 The report notes that reduction of emissions from heating, and the systems and energy used to provide it, are a crucial aspect of the Council's 2030 net zero target and a key consideration of the Net Zero 2030 Strategy work that is currently being developed for the city.

3. Background

- 3.1 The Scottish Government's draft Heat in Buildings Strategy updates the 2018 Energy Efficient Scotland Route Map and the 2015 Heat Policy Statement. It outlines the steps to reduce greenhouse gas emissions from Scotland's homes, workplaces and community buildings while removing poor energy performance as a driver of fuel poverty. It does not cover industrial processes.
- 3.2 This Strategy aligns with the Scottish Government's updated Climate Change Plan published in December 2020, which sets out a vision for transforming more than 1 million homes and an estimated 50,000 non-domestic buildings to be using low and zero emissions heating systems by 2030.
- 3.3 Reduction of emissions from energy, are a crucial aspect of the Council's 2030 net zero target, and the Council's Emissions Reduction Plan will set out a phased plan for reducing emissions from heating its operational estate. Heat networks, in combination with a range of heat and energy generation models, are also a key consideration in developing a Net Zero 2030 Strategy for the city and this is being informed by a range of work already underway.
- 3.4 The Council has established a position to primarily reduce energy demand through new high building standards and better insulation of buildings, and adopting a fabric first approach, which is in line with the ambition of this draft Strategy. This work is

being informed by the Scottish Cities Alliance energy efficiency workstream, for which Edinburgh is the lead city.

- 3.5 From September 2017 to March 2019, Edinburgh was one of 13 local authority areas that undertook a Scottish Government pilot scheme on Local Heat and Energy Efficiency Strategies (LHEES) with guidance produced for designing heat networks in challenging settings. The learning from this pilot is being applied as the Council considers the potential for developing heat network opportunities across the city, within the context of current and future development and retrofit activity, and as part of work to develop a city-wide local heat and energy generation strategy. This strategy will also look to apply learning from the Scottish Cities Alliance low carbon heat workstream and will be brought forward as part of the implementation of the city-wide Net Zero 2030 Strategy.
- 3.6 The Council's current Healthy Clean Cities programme, funded through Climate-KIC, will be utilised to explore heat and energy generation challenges as part of the 'tests of change' being scoped with Climate-KIC design partners. These will focus on energy efficient community retrofit and innovative approaches to heat and energy generation within the context of net zero place-making.
- 3.7 City Plan 2030, the Council's local development plan, identifies heat network opportunities and the Council is currently assessing the potential for heat networks with partners at sites including BioQuarter, Fountainbridge, Meadowbank and Granton.

4. Main report

- 4.1 A full draft Council response to this consultation is provided in Appendix 1 to this paper.
- 4.2 Key points from the submission are that the Council:
 - 1.1.1 Welcomes the strategy and is supportive of the principles outlined and the pathway set out.
 - 1.1.2 Notes the importance of the pathway described in the strategy to support a green and fair economic recovery from pandemic in Edinburgh through the creation of new green economy jobs and industries, as well as playing a key role in the city's transition to net zero.
 - 1.1.3 Notes and welcomes the potential for local authorities to play a significant role in meeting the aims of the strategy – as key delivery agents for Local Heat and Energy Efficient Strategies (LHEES) and related Delivery Plans, delivery agents for local Area Based Schemes, or as potential enforcement agents in the regulatory framework for zero emission buildings.
 - 1.1.4 Notes that such roles represent an expansion of activity beyond that currently undertaken by most local authorities and, as such, expresses concern regarding the potential cost to Councils and the significant resources required to implement the actions and targets established in delivering the Strategy

- 1.1.5 In particular, the Council notes that effective delivery of the strategy will require additional Scottish Government support for local authorities in the form of:
 - 1.1.5.1 Financial investment to meet the additional costs to Councils of carrying out the roles required by the strategy
 - 1.1.5.2 Support to build the capacity, skills, and knowledge needed to deliver the strategy to the required scale
 - 1.1.5.3 A supportive regulatory framework that provides Councils with the security needed to invest and innovate at the scale and speed required by the strategy
 - 1.1.5.4 Financial and regulatory support for Councils to explore commercial and joint venture opportunities for large scale heat networks and the long-term operation and maintenance of these heat networks.

4.3 With regard to broader questions raised in the consultation, the submission:

- 1.1.6 Notes the 2045 target embedded in the draft strategy, and encourages Ministers to bring forward the target date from 2045 to 2030 to match the ambitious aims that have been set by local authorities in Scotland, including the City of Edinburgh Council, in recognising the climate emergency
- 1.1.7 Recommends that effective delivery of the strategy will be dependent on Scottish Government action to:
 - 1.1.7.1 Develop and support suppliers to recruit skilled workers needed from 2024 onwards to install and commission new heating technologies
 - 1.1.7.2 Support development of well-functioning, well-regulated supply chains for heat network operators at the local authority level
 - 1.1.7.3 Develop a standardised specification of networks to improve economies of scale and help local authorities and developers avoid problems in connecting to district heating schemes.
- 1.1.8 Notes the importance of targeted communications across all tenures and sectors to help Scotland's people understand what the heat transition means for them, what the timelines are, and what support is available. Local authorities, RSLs and community / third sector and non-government organisations in particular are well placed to support these public engagement activities.
- 1.1.9 Notes that many private owners may struggle to fund the cost of energy retrofit upgrades required, and recommends that tailored financial support should be considered to support and incentivise property owners and landlords to make the required transitions
- 1.1.10 Recommends that tailored support is developed to ensure that implementation of the strategy does not discriminate against any person in Scotland who shares a protected characteristic, or have an adverse impact on children's rights and wellbeing.

- 1.1.11 Further recommends that additional measures are brought forward to ensure that people in or at risk of falling into fuel poverty, are protected from any cost impacts as a result of the zero emissions buildings transition.

5. Next Steps

- 5.1 Following approval by the Policy and Sustainability Committee, this consultation response will be submitted to the Scottish Government in advance of the closing date for consultation responses on 30 April.

6. Financial impact

- 6.1 There are no direct financial impacts associated with this report.

7. Stakeholder/Community Impact

- 7.1 The response has been drafted with reference to the Local Governance Review consultation response; the Scottish Parliament's Green Recovery Inquiry consultation response; the Scottish Parliament's Call for Views on the Heat Networks (Scotland) Bill consultation response; the Economy Advisory Board Consultation and the Edinburgh Climate Commission report endorsed by Committee.

8. Background reading/external reading

- 8.1 [Response to Heat Networks \(Scotland\) Bill](#) - Policy and Sustainability Committee, 6 October 2020
- 8.2 [Appendix of SEAP projects](#) - Policy and Sustainability Committee, 25 February 2020
- 8.3 [Energy Management Policy for Operational Buildings: Annual Report](#) - Policy and Sustainability Committee, 1 December 2020.
- 8.4 [Council response to Edinburgh Climate Commission and Sustainability Programme Update](#) - Policy and Sustainability Committee, 23 July 2020.

9. Appendices

Appendix 1: Consultation Response from the City of Edinburgh Council to the Scottish Government's draft Heat in Buildings Strategy - achieving net zero emissions

Appendix 1

Consultation Response from the City of Edinburgh Council to the Scottish Government's draft Heat in Buildings Strategy - achieving net zero emissions

Introduction and Summary

This is a timely consultation and the City of Edinburgh Council welcomes the opportunity to provide a response to the Scottish Government's draft Heat in Buildings Strategy, which sets out proposed actions for transforming buildings and the systems that supply their heat. The Council looks forward to continuing engagement with Scottish Government on the development of specific details for development in future iterations of this document.

In 2019, the Council set an ambitious target for Edinburgh to become a net-zero city by 2030. This commitment was recently embedded within the Council's new Business Plan as one of three priorities to guide the work of the organisation over the next three years – eradicating poverty, becoming net zero, and improving wellbeing.

As part of our drive towards net zero, the Council aims to ensure that Edinburgh's recovery from pandemic is focused on delivering for the long term good of the city – driving job creation through green and fair growth, empowering citizens, and using innovation to tackle climate change. This work programme presents strong synergies with the draft Heat in Buildings Strategy, and the Council is encouraged by the proposals included in the strategy to meet climate change targets, maximise economic opportunities, ensure a just transition to net zero, and address fuel poverty.

In summary, the City of Edinburgh Council

- Welcomes the strategy and is supportive of the principles outlined and the pathway set out.
- Notes the importance of the pathway described in the strategy to support a green and fair economic recovery from pandemic in Edinburgh through the creation of new green economy jobs and industries, as well as playing a key role in the city's transition to net zero.
- Notes and welcomes the potential for local authorities to play a significant role in meeting the aims of the strategy – as key delivery agents for Local Heat and Energy Efficient Strategies (LHEES) and related Delivery Plans, delivery agents for local Area Based Schemes, or as potential enforcement agents in the regulatory framework for zero emission buildings.
- Notes that such roles represent an expansion of activity beyond that currently undertaken by most local authorities and, as such, expresses concern regarding

the potential cost to Councils and the significant resources required to implement the actions and targets established in delivering the Strategy

- In particular, the Council notes that effective delivery of the strategy will require additional Scottish Government support for local authorities in the form of:
 - Financial investment to meet the additional costs to Councils of carrying out the roles required by the strategy
 - Support to build the capacity, skills, and knowledge needed to deliver the strategy to the required scale
 - A supportive regulatory framework that provides Councils with the security needed to invest and innovate at the scale and speed required by the strategy
 - Financial and regulatory support for Councils to explore commercial and joint venture opportunities for large scale heat networks and the long-term operation and maintenance of these heat networks.

With regard to broader questions raised in the consultation, the Council:

- Notes the 2045 target embedded in the draft strategy, and encourages Ministers to bring forward the target date from 2045 to 2030 to match the ambitious aims that have been set by local authorities in Scotland, including the City of Edinburgh Council, in recognising the climate emergency
- Recommends that effective delivery of the strategy will be dependent on Scottish Government action to:
 - Develop and support suppliers to recruit skilled workers needed from 2024 onwards to install and commission new heating technologies
 - Support development of well-functioning, well-regulated supply chains for heat network operators at the local authority level
 - Develop a standardised specification of networks to improve economies of scale and help local authorities and developers avoid problems in connecting to district heating schemes.
- Notes the importance of targeted communications across all tenures and sectors to help Scotland's people understand what the heat transition means for them, what the timelines are, and what support is available. Local authorities, RSLs and community / third sector and non-government organisations in particular are well placed to support these public engagement activities.
- Recommends that tailored support is developed to ensure that implementation of the strategy does not discriminate against any person in Scotland who shares a protected characteristic, or have an adverse impact on children's' rights and wellbeing.
- Further recommends that additional measures are brought forward to ensure that people in or at risk of falling into fuel poverty, are protected from any cost impacts as a result of the zero emissions buildings transition.

A 2045 Pathway for Scotland's Homes and Buildings

The 2045 net zero target

The City of Edinburgh Council recognises the scale of the national challenge at hand to shift all homes and buildings in Scotland to net zero by 2045. In recognition of the climate emergency facing Scotland, however, it is recommended that the target for net zero is

brought forward to 2030. Such a target would match the ambitious aims set by local authorities in Scotland, including the City of Edinburgh Council, Glasgow City, and Midlothian in recognising the urgency of the climate emergency.

That recommendation aside, the Council agrees with the pathway set out and believes it to be achievable providing the right level of funding, advice and support is made available to support the ambition across the public and private sectors.

Challenges, risks, and unintended consequences from this pathway

Delivery of the plans set out in the strategy do need to be made with an awareness of potential unintended consequences, risks or challenges that setting such an ambitious target may have.

Within a city such as Edinburgh, for instance, there are a number of challenges in developing operational heat and energy networks including:

- Challenges associated with historic building infrastructure or excavation work for local heat networks in some environments being prohibitively expensive;
- The requirement for evenly distributed demand across a 24-hour period to secure efficiency; the technology required to join existing heat networks without losing heat performance; and
- Assessing performance and best value of heat networks when compared to other technologies such as solar PV as these technologies evolve and improve.

More generally, the Council notes the following potential risks or unintended consequences that could be associated with delivery of the strategy

- **An increase in costs for new build developments.** Heat pump infrastructure, for instance, will have additional costs linked to the building of energy centres and it is anticipated that new housing developments will have significant electrical grid upgrade costs and larger electricity connection costs.
- **A limited number of suppliers and installers.** This may slow down home completions and it could be anticipated that there will be challenges for suppliers to recruit suitably qualified workers at the demand required from 2024 onwards to install and commission new heating technologies.
- **A general lack of expertise particularly around commercial and contract management.** Many of the proposals set out in the consultation could lead to additional costs in managing contracts and/or paying the private sector to manage these on behalf of the public sector.
- **Future planning where resources are limited may lead to prioritisation of other activities that appear more feasible and cost effective over time.** This may inadvertently shift away the emphasis on investment on heat networks. The 2024 timeframe for new build homes to have zero direct emissions heating is already a challenging target to meet and could present significant challenges for the wider housebuilding industry. The time frame should allow for the design approach, skills and training for those involved in new build projects to be more fully embedded and establishment of a genuine skills base in low / zero carbon technologies.

To meet these risks, it is recommended that Scottish Government approaches are developed to:

- Support development of well-functioning, well-regulated supply chains for heat network operators at the local authority level.

- Develop a standardised specification of networks to improve economies of scale and help local authorities and developers avoid problems in connecting to district heating schemes.
- Develop and support suppliers to recruit skilled workers needed from 2024 onwards to install and commission new heating technologies.

Towards these points it is recommended that Scottish Government review the current supply chain skills base and seek opportunities to increase capacity across the supply chain to support deployment. This should include a focus on opportunities to promote diversity and youth employment across the wider heat technology sector. Early engagement with the wider supply chain will be essential, particularly in terms of upskilling workers such as plumbers whose skills can easily be transferred from gas boiler installation and servicing to installing heat pumps. Where possible, existing initiatives, such as the Transition Training Fund, and the Future Skills Action Plan, should be repurposed to meet these goals.

What function should a new heat target serve?

A new heat target as described in draft strategy should aim to:

- Significantly reduce emissions
- Support a reduction in fuel poverty and
- Support the roll out of advanced fabric measures to bring down heat demand, as mentioned in the draft strategy.

The heat target should aim to encourage action to reducing demand (advanced fabric measure and/or whole house retrofit) along encouraging the roll out of low / zero carbon technologies that have zero direct emissions.

In setting targets, it is recommended that an approach based on performance targets is followed (i.e. targets based on the percentage of heat demand delivered by low and zero carbon technologies). Other options proposed, (based on technologies deployment rates or replacement of heating systems), carry a risk that heating systems might be replaced without proper consideration of local constraints. A new electric system might be installed where it is not cost-effective, for instance, or where it is not relevant from a technical point of view, with a risk of increasing fuel poverty.

People

Engaging Scotland's people in the net zero heat transition

Working with residents and communities is at the core of local government and it is evident that there needs to be targeted communications to help Scotland's people understand what the heat transition means for them, what the timelines are, and what support is available to them – regardless of their housing tenure.

This is a key challenge looking ahead, but local authorities are well connected and uniquely placed to work in partnership with Registered Social Landlords (RSLs) and the voluntary sector to help share information and advice with residents via existing communication channels and the presence they have in local communities. The HEEPS:ABS delivery programme at the local level, for example, demonstrates how well local authorities have

supported public engagement to private sector households (either tenants or owner-occupiers).

Mitigating potential adverse impacts

To help residents understand what the heat transition means for them it is clear that a 'one-size fits all' approach will not be effective. For those in fuel poverty and other disadvantaged and vulnerable groups, tailored support will be required. This will need to cover consumer protection, fair financial support packages, and ensure these groups have the most appropriate fabric first measures installed that reduce demand and guarantees that zero emissions heating systems do not increase their energy costs.

The Council recognises that many private owners may struggle to fund the cost of energy retrofit upgrades required and notes the risk of landlords passing on the cost of upgrade works to private rented tenants, a large proportion of whom are on low incomes. Tailored financial support in the form of non-repayable grants, or loan schemes paid back through the sale of the property should be considered to support and incentivise property owners and landlords to make the required transitions.

Community engagement activities in Edinburgh show that tailored support centred on the household is critical in meeting residents' needs across a range of issues. In relation to the proposals set out in this strategy, the Council recommends the development of financial assistance schemes for households that provide information and advice on the relevant financial packages that could be offered to them to make their homes more energy efficient thus reducing fuel poverty levels in communities. Schemes, such as the Maximise! project in Edinburgh, is one such example of a model, which provides holistic support to families through a local authority and voluntary sector partnership, helping to manage living costs and facilitating access to specialist supports where they are needed.

Helping people make informed choices

It will be important that people can access the right information either online or by phone to understand the cost implications certain technologies will have on their energy costs, and what effect certain fabric measures are available to offset such changes. Support is also required to ensure that homeowners have the right level of consumer protection and understanding of their rights when engaging with contractors.

Existing services such as Home Energy Scotland and the Energy Efficient Business' Support service provide invaluable support in this context, but their remit will need to significantly increase to help support the aims of this proposal.

Place

Supporting place-based deployment of zero emissions heat

From September 2017 to March 2019, Edinburgh was one of 13 Local Authority areas that undertook a Scottish Government pilot scheme on Local Heat and Energy Efficiency Strategies (LHEES) with guidance produced for designing heat networks in challenging settings. The learning from this pilot is being applied as the Council considers the potential for developing heat network opportunities across the city, within the context of current and future development and retrofit activity.

Looking ahead, the Council recognises that place-based deployment either via new build developments or area-based regeneration creates the best opportunities for large scale heat

networks to be installed. However, to realise this, key support is required to help make the most of this opportunity through:

- **A well-developed heat network operator supply chain** that can be enabled at the local authority level to reflect relevant legal and planning frameworks.
- **A standard specification of networks** to help local authorities and developers avoid problems in connecting to district heating schemes so that there is a consistency in the connection requirements.
- **Support to explore commercial and joint venture opportunities** to help support funding for large scale heat networks and the long-term operation and maintenance of these heat networks.

From an Edinburgh perspective, opportunities to collaborate with city organisations who own buildings and neighbouring local authorities could also be highly beneficial and this could include projects, such as mapping and pilot work to help identify regional development opportunities. Furthermore, through collaborating with the Scottish Cities Alliance and the University of Edinburgh, the Council is already taking the lead as a major landlord in the city and recognises its responsibilities and obligations to work towards net zero.

Kick-starting the Investment and the Economic opportunity

Investing in transition

The Council notes the range of actions identified within the Scottish Government Draft Strategy to kick start the investment in the transition, but notes that:

- The strategic funding priorities should be weighted, with those least able to pay carrying the highest weighting (Priority 1), followed by Strategic Priority 2 (Investing in strategic technologies in low or no regrets areas), 4 (Investing in innovation and demonstration to drive forward competitive advantage), and finally, 3 (Showcasing net zero leadership and share learning through early adoption in key areas of focus).
- More clarity is needed on the support available to local authorities to explore commercial partnership opportunities to better plan for, deliver and manage heat networks. This will be key to developing any future projects and will be a necessity for local authorities in reviewing opportunities and risks.

The Council notes and welcomes the potential for local authorities to play a significant role in meeting the aims of the strategy – as key delivery agents for Local Heat and Energy Efficient Strategies (LHEES) and related Delivery Plans, delivery agents for local Area Based Schemes, or as potential enforcement agents in the regulatory framework for zero emission buildings.

It is important to recognise, however, that such roles represent an expansion of activity beyond that currently undertaken by most local authorities and, as such, there are significant concerns regarding the potential cost to the Council and the significant resources required to implement the actions and targets established in delivering the Strategy

In particular, the Council notes that effective delivery of the strategy will require additional Scottish Government support for local authorities in the form of:

- Financial investment to meet the additional costs to Councils of carrying out the roles required by the strategy

- Support to build the capacity, skills, and knowledge needed to deliver the strategy to the required scale
- A supportive regulatory framework that provides Councils with the security needed to invest and innovate at the scale and speed required by the strategy
- Financial and regulatory support for Councils to explore commercial and joint venture opportunities for large scale heat networks and the long-term operation and maintenance of these heat networks.

Maximising Economic Opportunity

Within plans to maximise economic opportunity, the strategy should make more recognition of offsite manufacturing and construction for new buildings. This sector is a potential area of growth and ties in importantly with heat decarbonisation whilst also significantly reducing construction site emissions.

The strategy notes the role of the heat pump sector advisory group in guiding action for that important sector. It is recommended that similar options be explored for other sectors, such as the battery storage sector, which show significant growth potential and act as key supporting technologies in the area of heat decarbonisation.

It is recommended that Government review of the current supply chain skills base and existing capacity to inform a new approach to increase capacity across the supply chain to support deployment. This could be anchored through the City Region Deals programme. The Edinburgh and South East Scotland City Regional Deal, for example, encourages cross-sector partnerships to enhance economic growth and tackle inequality through a skills development programme. Further long-term programmes of support like this, which targets key sectors and provides opportunities for skills development, should be encouraged.

Opportunities need to be identified at all stages of the Strategic Skills Pipeline and there should be a concerted effort to look at diversity and youth employment across the wider heat technology sector, and how opportunities can be maximised. Schools, further education colleges and employers in the sector have a key role to play in offering entry level training opportunities, vocational qualifications and job opportunities.

Policy and Sustainability Committee

10:00, Tuesday 20 April 2021

Capital Residents Survey

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 The Committee notes the findings of the Capital Residents Survey Results.

Andrew Kerr

Chief Executive

Contact: Emma Candy, Senior Policy and Insight Officer

E-mail: emma.candy@edinburgh.gov.uk | Tel: 0131 529 7308

Capital Residents Survey

2. Executive Summary

- 2.1 This report summarises the results of the Capital Residents Survey (CRS), which took place between 12 October and 2 December 2020. The survey was 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.
- 2.2 The CRS was conducted by telephone with 1,005 residents of Edinburgh interviewed. The findings of the survey aid understanding of how residents of Edinburgh were affected by changes to service provision during this period and will help the Council prioritise and focus resources during the recovery period.
- 2.3 Whereas previous large-scale Council surveys have been undertaken face-to-face and both in-home and in-street, the circumstances of the pandemic meant that a telephone survey method was the best option to reach a diverse and representative group of residents.
- 2.4 Since March 2020, when the UK first went into lockdown, 80% of Edinburgh residents said they were satisfied with the services provided by the Council.
- 2.5 One third of respondents reported that they had contacted the Council since lockdown began, with 67% satisfied with the service they received.
- 2.6 The results also demonstrated positive impacts of lockdown, with over half of the participants (53%) walking for leisure more than before, 45% increasing the time spent talking to friends and family and a third (33%) upping their general exercise. Two thirds of respondents generally felt satisfied with life nowadays.
- 2.7 When asked about future provision of services, three quarters of respondents agreed it would be more convenient if libraries, community centres and advice services were all available in the same place. The majority of people who took part (58%) said it would make sense to have all public services delivered from one location.
- 2.8 14% of respondents were dissatisfied in general with Council services; with the main reasons being roads, communication problems, street cleaning and refuse collection.

- 2.9 The Council will continue to explore co-funding opportunities with Edinburgh partners to ensure any future citizen surveys deliver value for money and address partnership priorities efficiently.

3. Background

- 3.1 The onset of the Covid-19 pandemic in early 2020 had wide ranging impacts on all aspects of life. This included a significant interruption in the provision of local government and healthcare services, as local councils and health boards dealt with the effects of Covid-19 restrictions.
- 3.2 City of Edinburgh Council and NHS Lothian identified a need to understand how residents of Edinburgh were affected by these changes to service provision, to help prioritise and focus resources during the recovery period. Identifying new ways to deliver services that people need and want is essential to ensure residents continue to get improving services that meet their needs, improve overall outcomes and are value for money.
- 3.3 In addition, ongoing research to gather national statistics has been interrupted by necessary safety measures relating to Covid-19, making it more important than ever for local services to have robust, local data collection.
- 3.4 The Capital Residents Survey (CRS) took place between 12 October and 2 December 2020. The survey was conducted by telephone, with 1,005 residents of Edinburgh interviewed.
- 3.5 In conducting the survey, quotas were set for the CRS based on age, gender and geographical location to ensure coverage of both central and outer Edinburgh. The findings therefore provide good data at city level and by key demographics. However, ward and locality data are not available on this occasion and this is something that will be explored in future and when the restrictions of lockdown no longer apply.

4. Main report

- 4.1 The key findings at a citywide level show:
- Contact with services**
- 4.2 Since March 2020, when the UK first went into lockdown, 80% of Edinburgh residents were satisfied with the services provided by the Council compared to 14% who said they were dissatisfied.
- 4.3 Respondents who said they were dissatisfied with services were asked what the main reason for their dissatisfaction was. The main sources of dissatisfaction were issues around roads, followed by communications problems, such as the council not following up when promised, and street cleaning/refuse collection concerns.

- 4.4 One in ten respondents had visited a Council office in the past year, 5% had received social care / social work services and 21% had visited their local library.
- 4.5 33% of respondents reported that they had contacted the Council since lockdown began in March 2020, with 67% saying they were satisfied with the service they had received. For those who were dissatisfied, the key reasons were not receiving a response (25%) and their issue remaining unresolved (22%).
- 4.6 Whilst respondents reported a range of reasons for contacting the Council, many related to waste, refuse and bin collections. 48% used the website to contact the Council, while just over a third telephoned and/or emailed.
- 4.7 Men (56%) were more likely than women (40%) to use online methods to contact the Council, while women preferred to use the telephone (42%, compared to 30% of men). In addition, respondents from socio-economic groups¹ C2DE were more likely to prefer contact via telephone (54%, compared to 27% ABC1).
- 4.8 90% of respondents said they felt confident using the internet. Those less likely to be confident internet users were respondents aged 65+ (22% not confident) and respondents from socio-economic groups DE (18%).

Future access to services

- 4.9 Three quarters of respondents agreed that it would be more convenient if libraries, community centres and advice services were all available in the same place. Agreement that services could be more conveniently provided in one place was generally consistent across the demographic profile of the sample.
- 4.10 Approximately three quarters also agreed that they would be comfortable using sports and leisure facilities at a local school. The key concern for those who disagreed was worry about spreading or catching Covid during the pandemic. While there were very few differences in opinion about using school sports facilities by age or socio-economic groups, men (82%) tended to be more comfortable with the idea than women (71%).
- 4.11 The majority (58%) of respondents agreed that it would make sense to have all public services available in one location, while 30% disagreed and 12% were unsure. Reasons for disagreement were concerns that it would not work practically (20%), and/or felt it was unnecessary to consolidate services in one location (16%). Younger respondents and socio-economic group DE were more likely to agree to co-location of public services (66% aged 16-24, 65% group DE).

Impact of pandemic on individuals

- 4.12 During the pandemic, 58% of respondents have been working from home. For most of these respondents it had been all of the time (64%). When asked about

¹ Socioeconomic Groups (SEG) are a commonly used definition of individuals based on their employment status. The groups are approximately: A – senior managerial / professionals; B – managerial / professionals; C1 – supervisory / administrative / clerical; C2 – skilled manual occupations; D – semi-skilled and unskilled manual occupations; E – unemployed and retired. SEG is generally considered less disclosive than salary and is therefore easier to obtain in survey data.

preferences for working after the pandemic, 55% would like to work always or mostly at home and 41% would prefer to work always or mostly away from home.

- 4.13 The pandemic has had a positive impact on some aspects of people's lives in Edinburgh. 53% of respondents reported that they were walking for leisure more, 36% were visiting parks more and 39% were reading / listening to audio books more. 33% of respondents were also exercising more, although 26% reported they were exercising less. Many were also talking more to friends, family and neighbours.
- 4.14 Scottish Government has been monitoring public attitudes to the Coronavirus pandemic in Scotland using established questions about wellbeing from the Annual Population Survey conducted by the Office of National Statistics since 2010. While the CRS used all four wellbeing questions, the YouGov survey used by Scottish Government only monitored levels of anxiety and happiness. During 20-21 October, 51% of respondents reported high levels of happiness and 39% reported feeling high levels of anxiety the previous day.
- 4.15 Of those responding to the CRS, the majority reported high or very high levels of happiness, with 70% saying they had felt happy yesterday – significantly above the October YouGov rating for Scotland. When asked how anxious people had felt the previous day, 26% of respondents reported high levels of anxiety, significantly lower than the whole Scotland score.
- 4.16 Of those responding to the CRS, 67% generally felt satisfied with life nowadays, although 1 in 10 reported low levels of satisfaction. 75% of respondents felt the things they do in life are worthwhile.
- 4.17 In general, respondents of the CRS from lower socio-economic groups, those living with a health condition, and / or living alone were more likely to report lower levels of wellbeing.

5. Next Steps

- 5.1 The findings of the CRS will be shared with the Adaptation and Renewal Programme's officer working groups to inform understanding of resident experience of services, assist with prioritising resource and future service provision, and to help the Council deliver the Business Plan Outcomes.
- 5.2 The Council will seek further cooperation from city partners to fund citizen surveys in future.

6. Financial impact

- 6.1 The independent market research company, Progressive Partnership Ltd was appointed to conduct the fieldwork on our behalf. The value of the awarded contract is £33,340 (excluding VAT) with the cost shared equally with NHS Lothian.

7. Stakeholder/Community Impact

- 7.1 The survey methodology ensures statistically representative results at city level in terms of age and gender and at geographical level for central and outer Edinburgh. The survey is a key tool for understanding resident experience of services during Covid-19 and views on alternative service delivery mechanisms.
- 7.2 NHS Lothian was consulted on survey design to ensure questions were relevant and meaningful to their interests.
- 7.3 The survey provides evidence on citizen perceptions and priorities which will enable services to adapt, to be delivered more efficiently and to understand customer and community needs. Through this improved understanding, it is expected that the survey will have a positive impact on actions around social justice and economic wellbeing, as well as on satisfaction with council services.

8. Background reading/external references

- 8.1 [Public attitudes to Coronavirus: November update \(YouGov weekly Scotland survey\)](#)

9. Appendices

- 9.1 Summary of Capital Resident Survey results.

progressive

City of Edinburgh Council &
NHS Lothian
Capital Residents Survey 2020
January 2021



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Project background



Method



Sample profile



City of Edinburgh Council services



Views on options for future development of services



Impact of pandemic on work, leisure and wellbeing



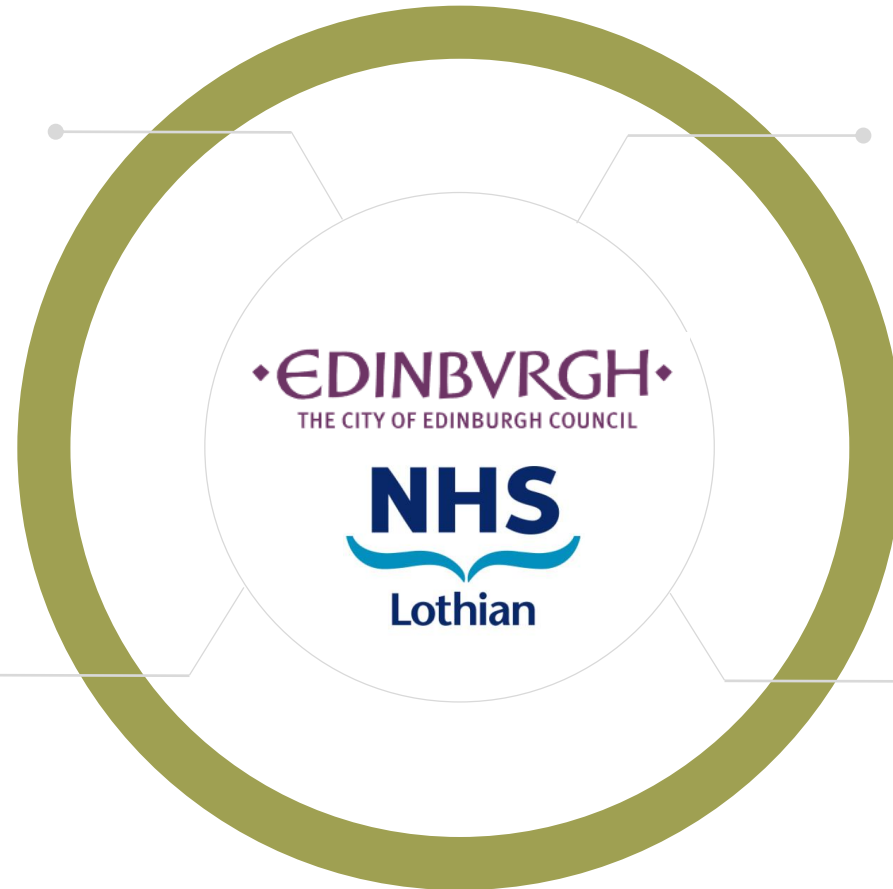
Summary and conclusions

Project background



The onset of the Covid-19 pandemic in early 2020 had wide ranging impacts on all aspects of life. This included a significant interruption in the provision of local government and healthcare services, as health boards and local councils dealt with the effects of Covid-19 restrictions. These challenges, including the financial impact of the pandemic, came at the end of a long period of austerity in the public sector, providing a difficult back-drop to service provision and a continuing need to deliver best value.

City of Edinburgh Council (CEC) and NHS Lothian identified a need to **understand how residents of Edinburgh were affected by these changes to service provision**, to help prioritise and focus resources during the recovery period. They also wished to **identify new ways to deliver services that people need and want**, to ensure that residents get the best possible value from their contributions.






In addition, ongoing research to gather national statistics will have been interrupted by necessary safety measures relating to Covid-19, making it more important than ever for local services to have robust, local data collection.

CEC and NHS Lothian therefore commissioned Progressive to conduct research with Edinburgh residents in order to gather their views and experiences in relation to the pandemic, and on future provision of services in the capital.

Method and sample

- Research conducted by Computer Aided Telephone Interviewing (CATI).
- Target sample: residents of Edinburgh.
- Quotas were set for age and gender, and data was weighted to ensure the sample was representative of the population of Edinburgh (though minimal weighting was required).
- Quota were also set on geographical location to ensure coverage of both central and outer Edinburgh.
- Fieldwork conducted between 12th October and 2nd December 2020.
- Target sample size was 1,000, final achieved sample was 1,005.
- Sample provides a dataset with a margin of error of between $\pm 0.62\%$ and $\pm 3.09\%$, calculated at the 95% confidence level.

Analysis and reporting notes

- The data set was weighted to ensure it was representative of the population of Edinburgh. Weighting was based on interlocking age and gender, and location.
- Only statistically significant differences are reported – differences significant at the 95% confidence level indicated with red and green circles; dotted lines indicate significance at 90% confidence level.  
- Where base sizes are low a caution sign is shown. These results must be read with caution. 
- Where figures do not add to 100% this is due to multi-coded responses or rounding.
- Figures for 1% and 2% are not shown on charts for ease of reading.

Sub-samples used in analysis



- Data for sub-samples are included in this report. These sub-samples and the unweighted base sizes for each are shown below. All bases shown in this report are the unweighted base sizes.
- It should be noted that base sizes for routed questions will be lower and the margin of error on these data will be higher.

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Age	No.
16 – 24	119
25 – 44	357
45 – 64	303
65+	200

Gender	No.
Male	453
Female	523
Other	3

Socio-economic group	No.
AB	308
C1	280
C2	126
DE	218

Ethnicity / nationality	No.
BAME/non-UK nationality	150
Non-BAME/UK nationality	807

* For analysis BAME/non-UK nationality includes Black, Asian, minority ethnic groups and respondents who identified themselves as non-UK origin/nationality.

Long term illness, disability	No.
Yes	289
No	663

Children in household	No.
Yes	223
No	756

Household	No.
Single adult household	174
Single parent household	22
More than 1 adult, no children	582
More than 1 adult, with children	201



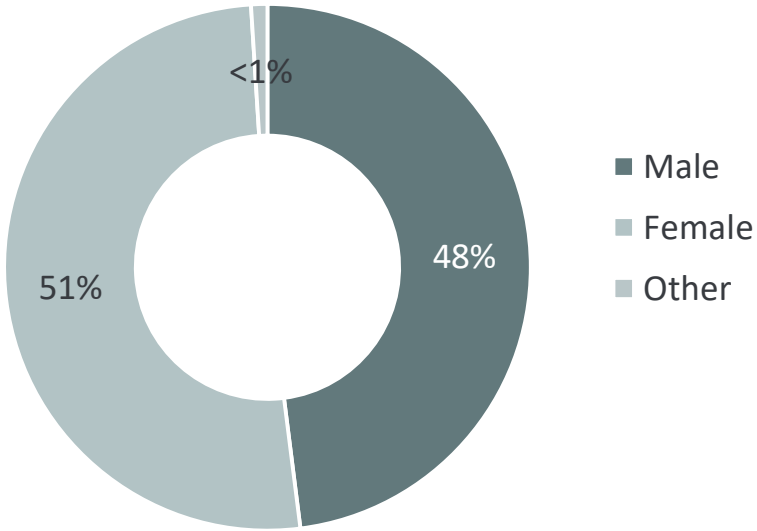
Sample profile

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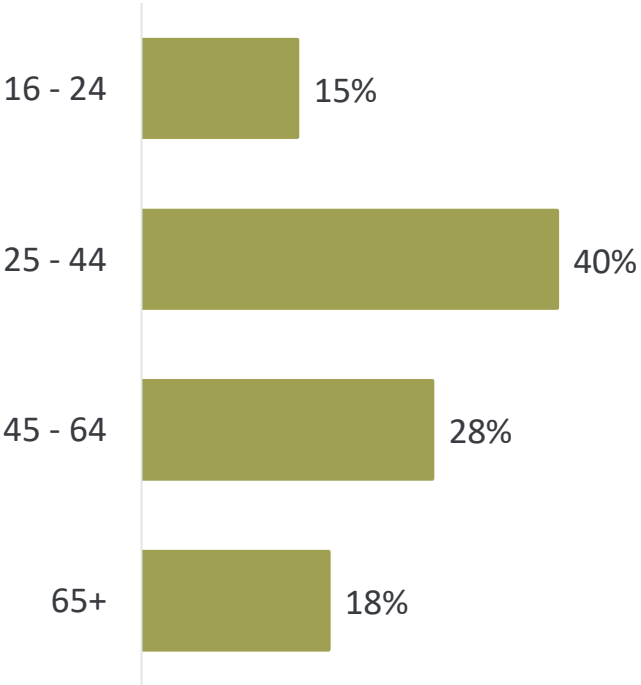
Data was weighted by age and gender to match the profile of residents living in Edinburgh. Weighting factors were based on Census data.

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Gender (weighted)



Age (weighted)



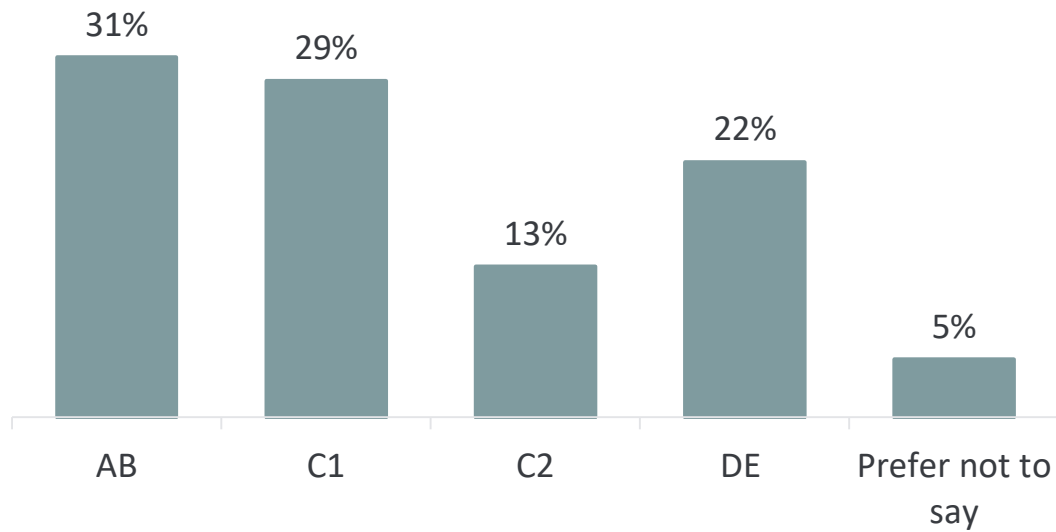
SQ4: How would you identify your gender?
SQ5: How old are you?

Unweighted data for age and gender are detailed in the appendices.

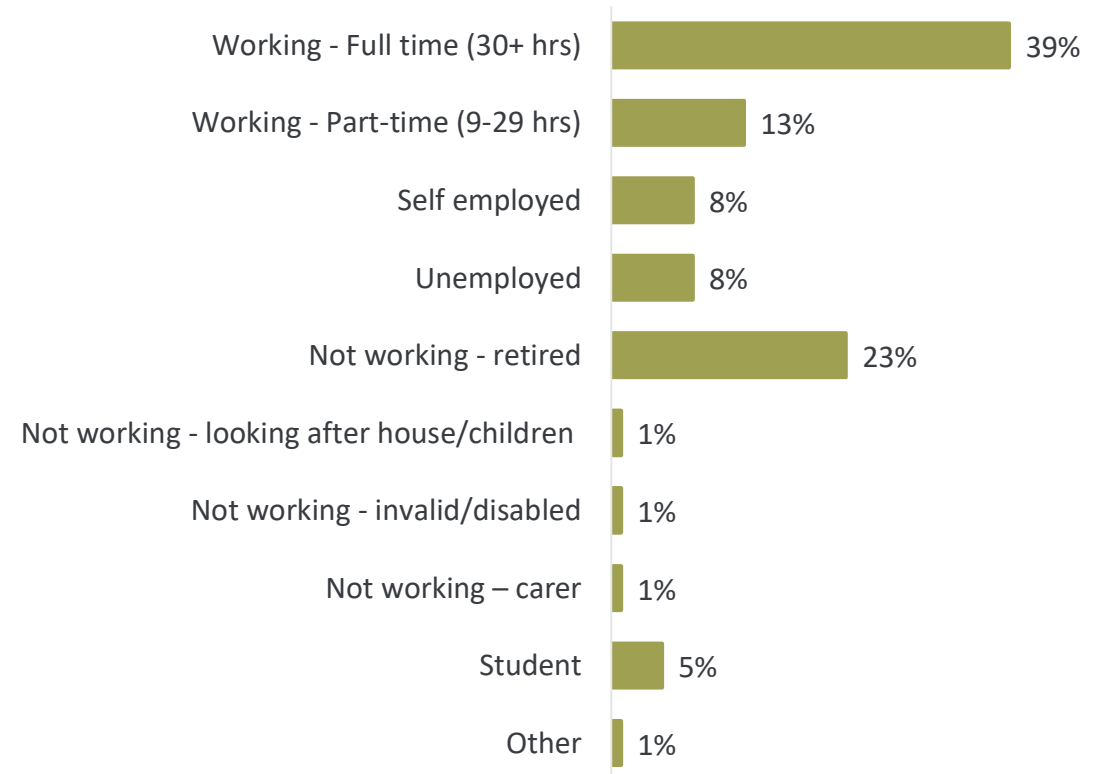
The majority of the sample was within the more affluent AB and C1 socio-economic groups. Six in ten were working, while almost a quarter were retired.

Page 378

Socio-economic group



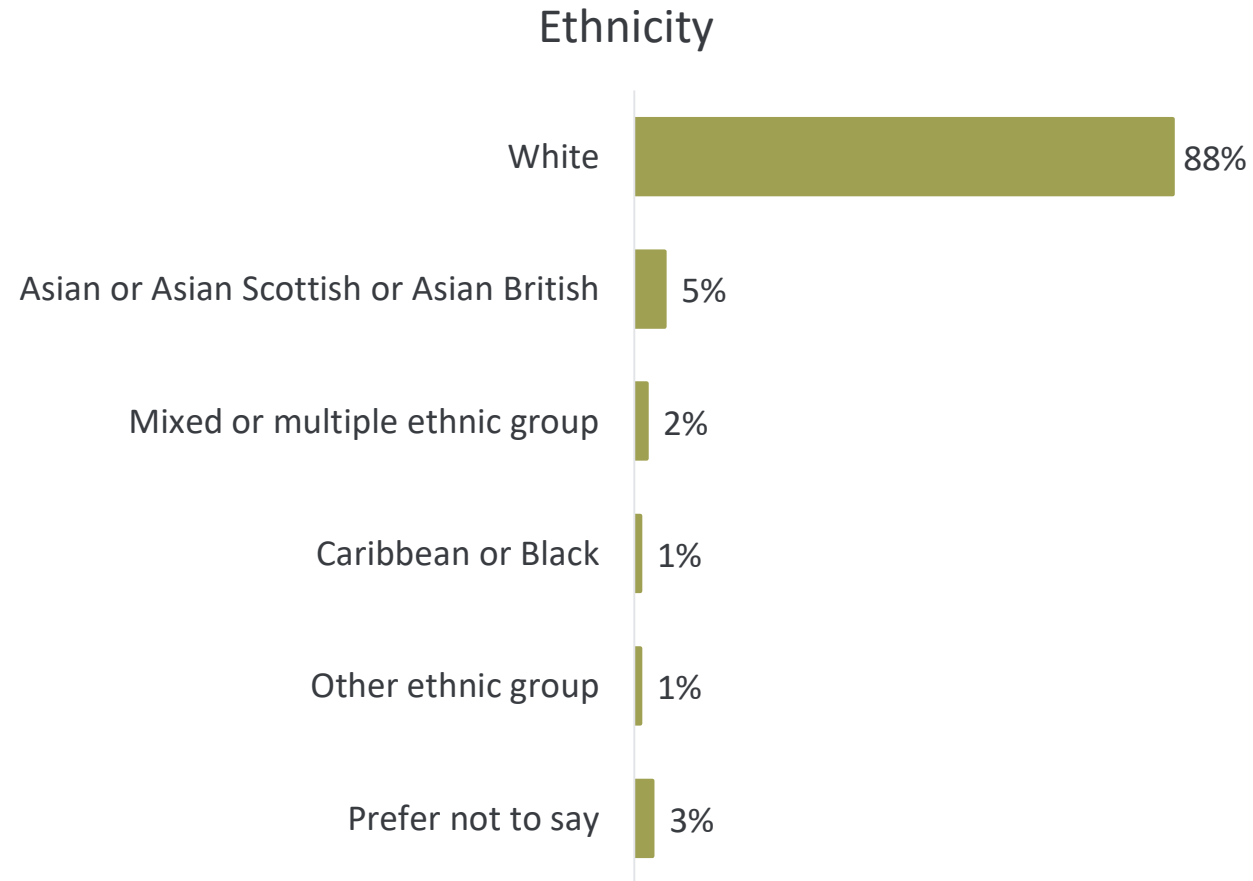
Working status



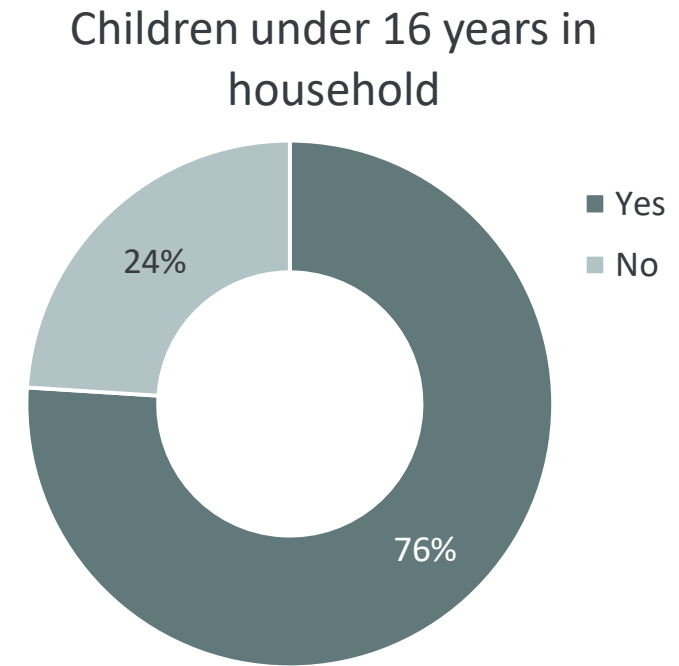
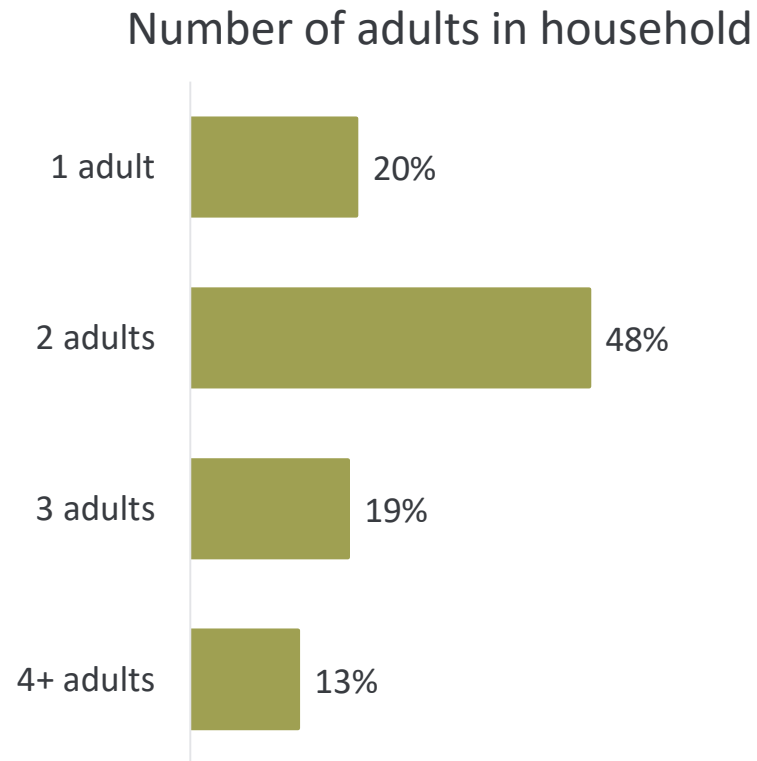
Almost one in ten respondents identified as belonging to a Black, Asian or minority ethnic group.



Page 379



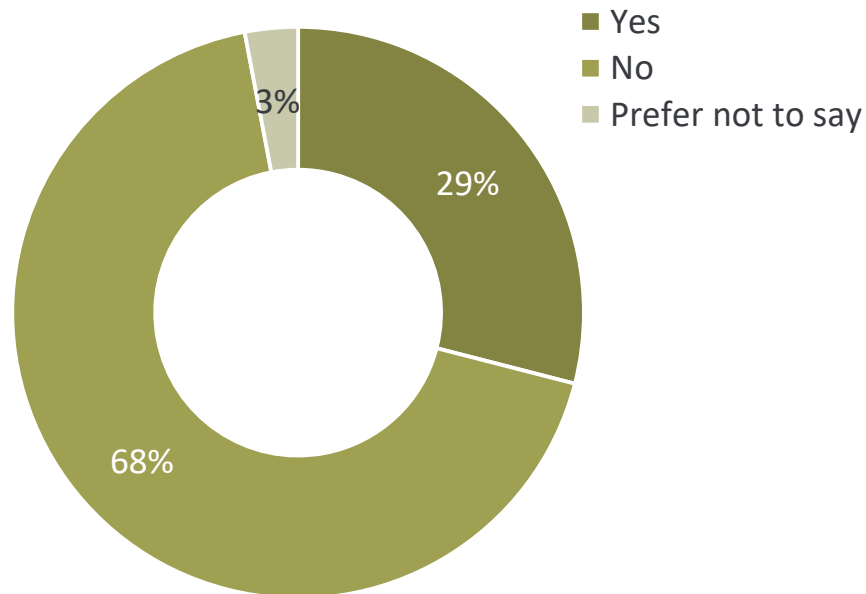
Almost half of respondents lived in a household with two adults, while one in five lived in a one adult household. Three quarters of respondents reported having children in the household.



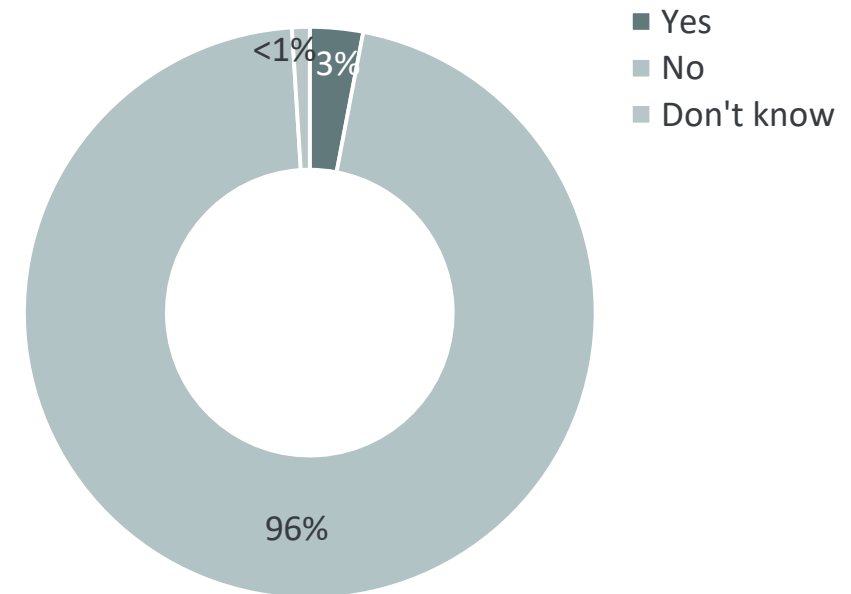


Three in ten respondents reported that they have a long term illness, health problem or disability. Only a very small proportion of 3% reported that they or someone in their household had been diagnosed with Covid-19. This is in line with the national average of 3%.

Long term illness, health problem or disability



Have you or someone in your household had Covid-19?

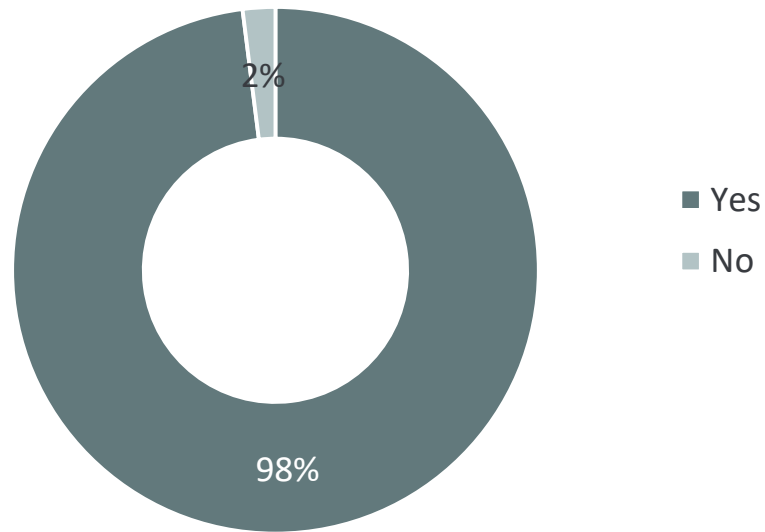


Page 381

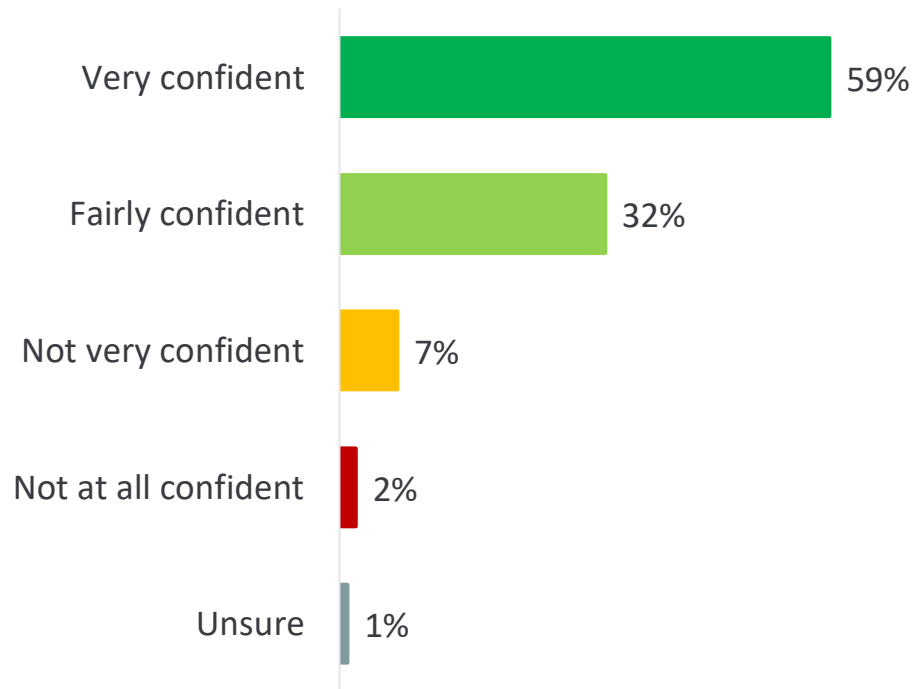
Almost all respondents reported having access to the internet at home and the vast majority (90%) claimed to be confident internet users. Almost 1 in 10 however, did not feel confident using the internet.

Page 382

Internet access at home?



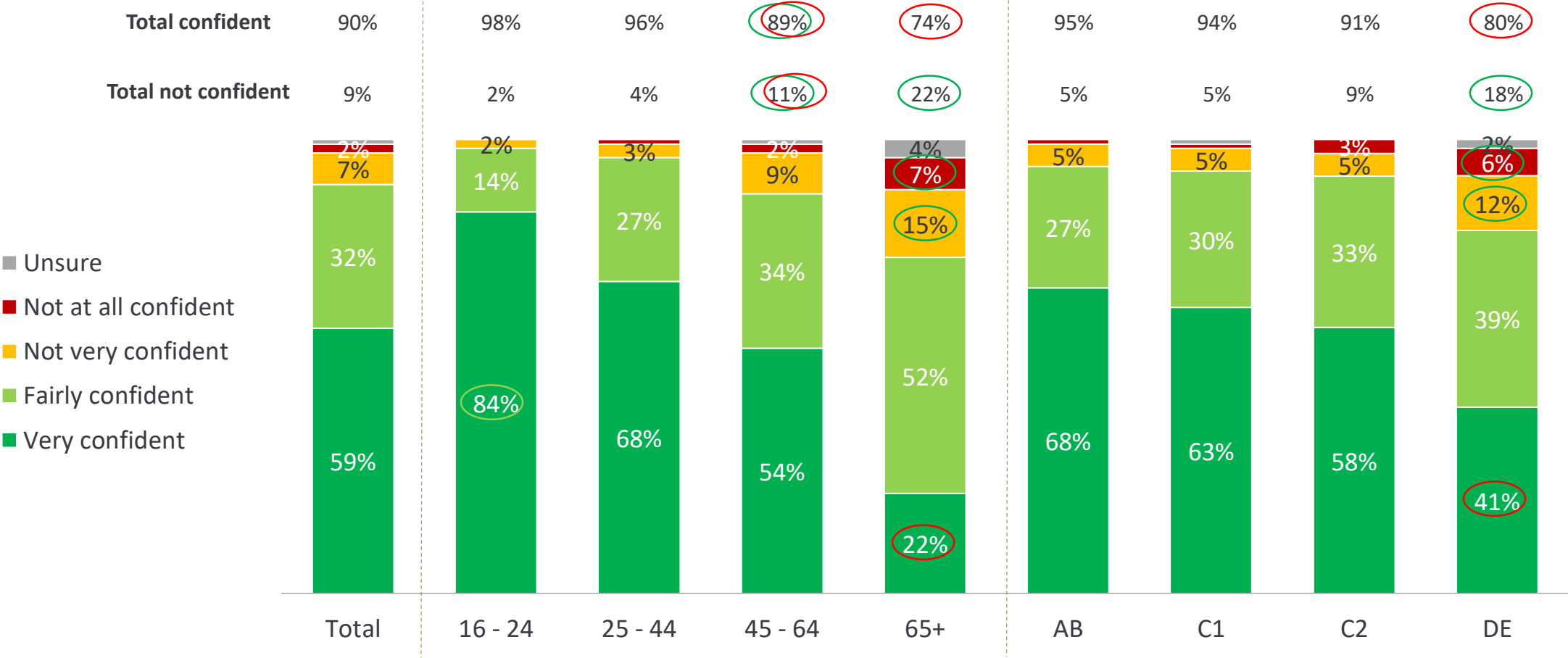
Confidence using the internet





Confidence using the internet varied with age and socio-economic group. In particular confidence decreases significantly the older the respondent. Those within the least affluent DE socio-economic group were also less likely to be confident using the internet.

Page 383





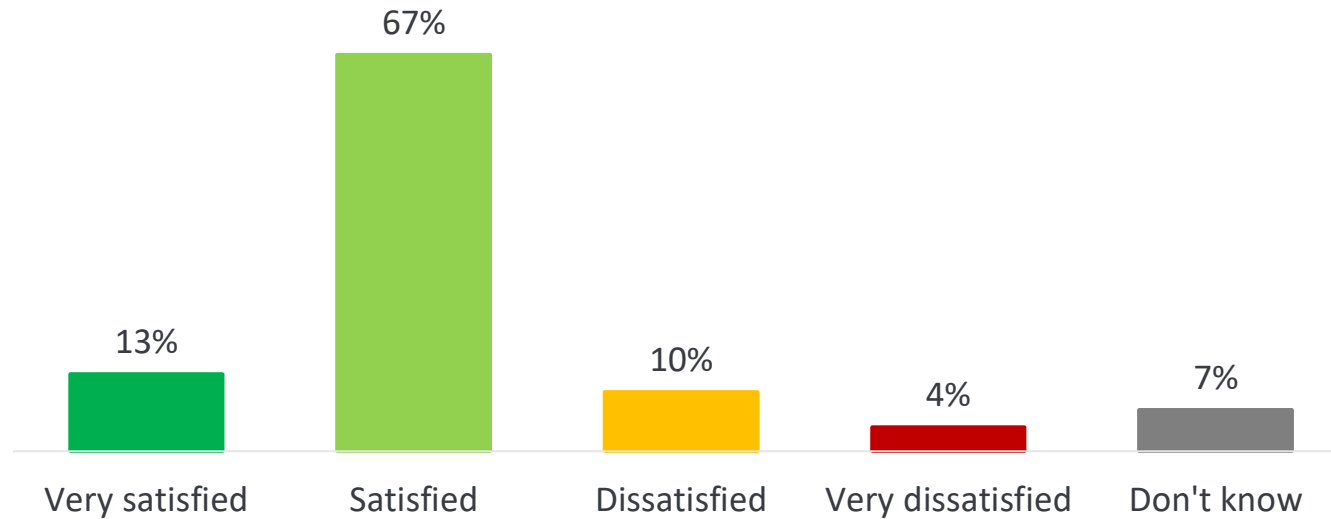
City of Edinburgh Council services

Page 384



In total, four fifths of respondents were satisfied with the services provided by Edinburgh Council in the last few months; 14% were dissatisfied.

Overall satisfaction with services provided by City of Edinburgh Council



Page 385

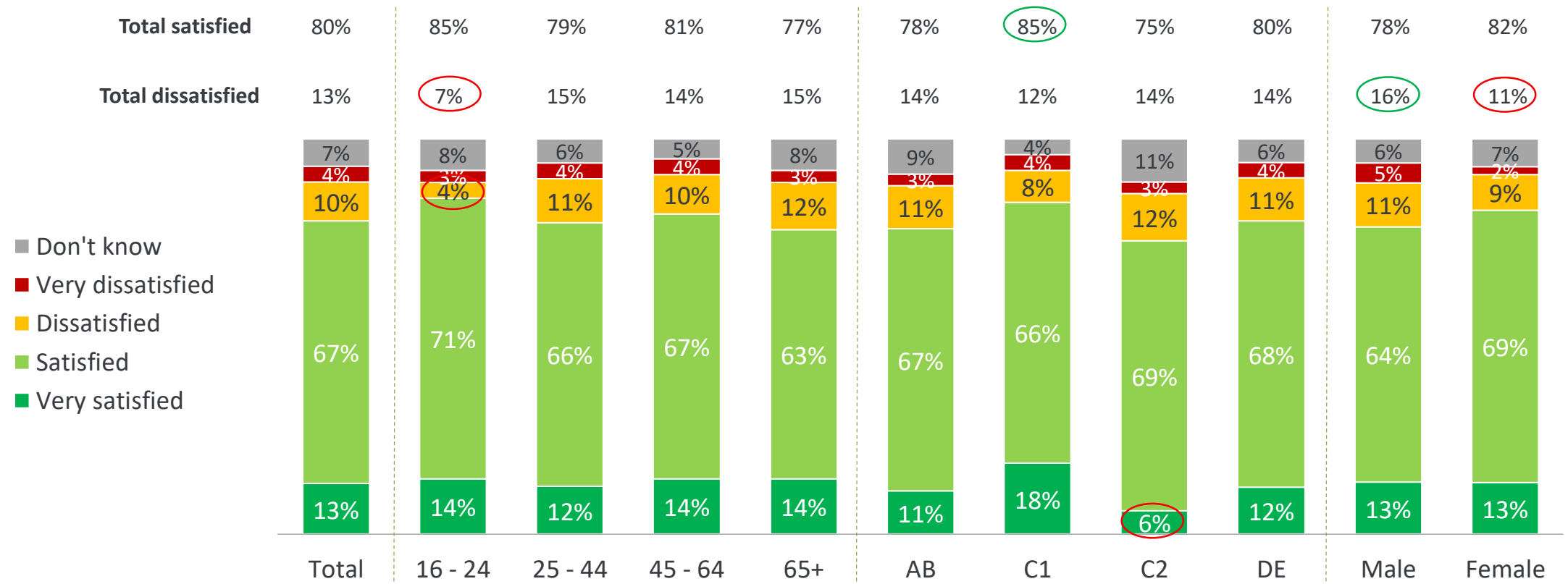
Q1: I want to ask you about your overall opinion of public services over the last few months, since March 2020, when the UK went into lockdown. Overall, how satisfied or dissatisfied are you with the services provided by Edinburgh Council?



Satisfaction was generally consistent across the demographic profile, although 16 to 24 year olds and women were less likely to say they were dissatisfied and C1s tended to more satisfied.

Overall satisfaction with services provided by City of Edinburgh Council

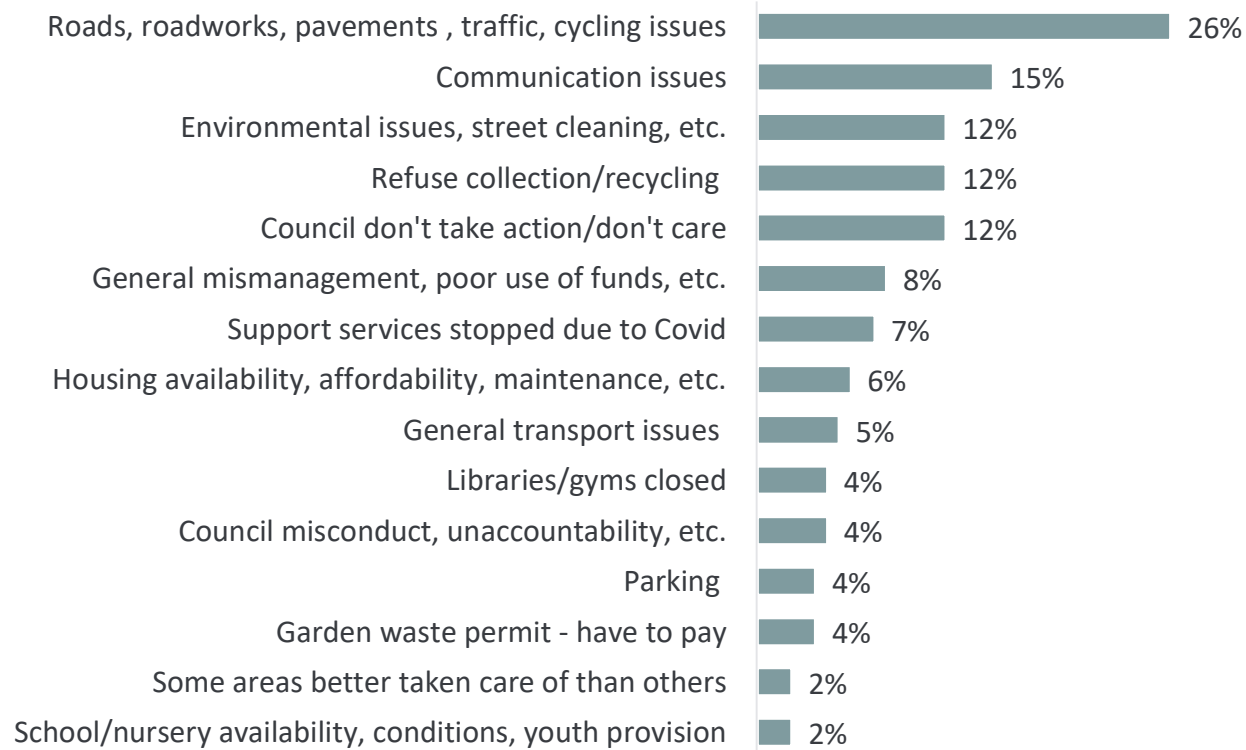
Page 386



Q1: I want to ask you about your overall opinion of public services over the last few months, since March 2020, when the UK went into lockdown. Overall, how satisfied or dissatisfied are you with the services provided by Edinburgh Council?

The main sources of dissatisfaction were issues around roads, followed by communications problems, such as the council not following up when promised, and street cleaning/refuse collection concerns. There were some perceptions of the council not caring or being unaccountable. Some of these concerns related to changes and adaptations in relation to roads, refuse collection, etc. during lockdown and the covid pandemic generally.

Reasons for dissatisfaction



*Responses of 1% or less not shown

Roads have been disrupted. Cycle lanes should be designed in a better way as they are confusing right now. Dissatisfied with the tip.

Due to the roads and cycle ways, traffic isn't very good.

Seems like there's no bin men around and face masks everywhere, lots of rubbish. They've stalled the bus night service.

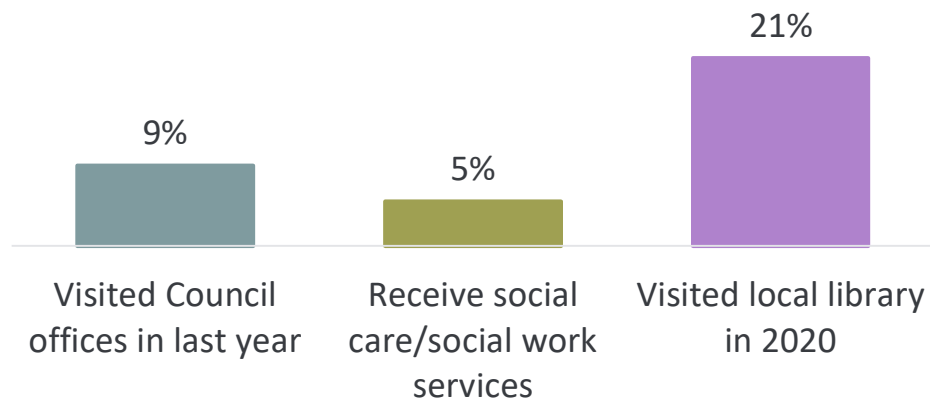
Rubbish has been horrendous, rubbish has piled up into the street.

Because they have brought in policies using covid as an excuse, if they want to change road networks they need traffic order (temporary traffic order) where its in public interest or safety they have brought in multiple road traffic orders with out consulting public and using covid as a way of getting around this.

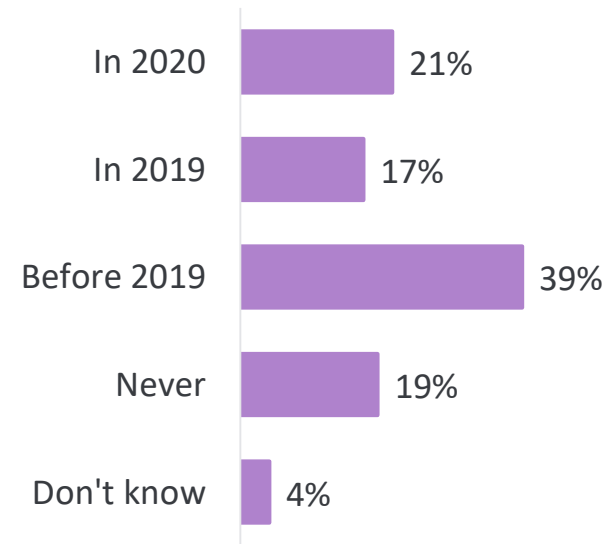
One in ten respondents had visited Council offices in the past year and 1 in 5 had visited their local library. In total, three quarters of respondents had ever visited their local library. Library use was highest amongst women, people aged over 35 and people with children.

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Use of Council services



Last time visited local library

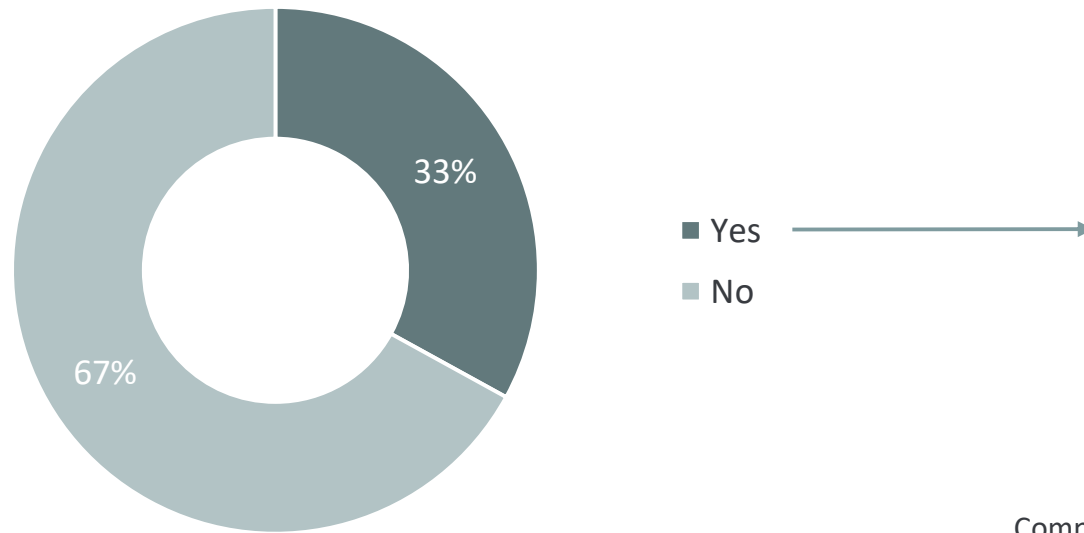


- Women (25%) were more likely to have visited a library in 2020 than men (17%).
- Respondents aged under 35 years old were less likely to have visited a library in 2020 (11%) than those aged over 35 (24%).
- People with children (28%) were also more likely to have visited a library in 2020 than those without (18%).

Q8: Do you or anyone else in your household currently receive any social care or social work services?
 Q9: In the last year, have you visited a Council office for any reason?
 Q10: When was the last time you visited your local library?

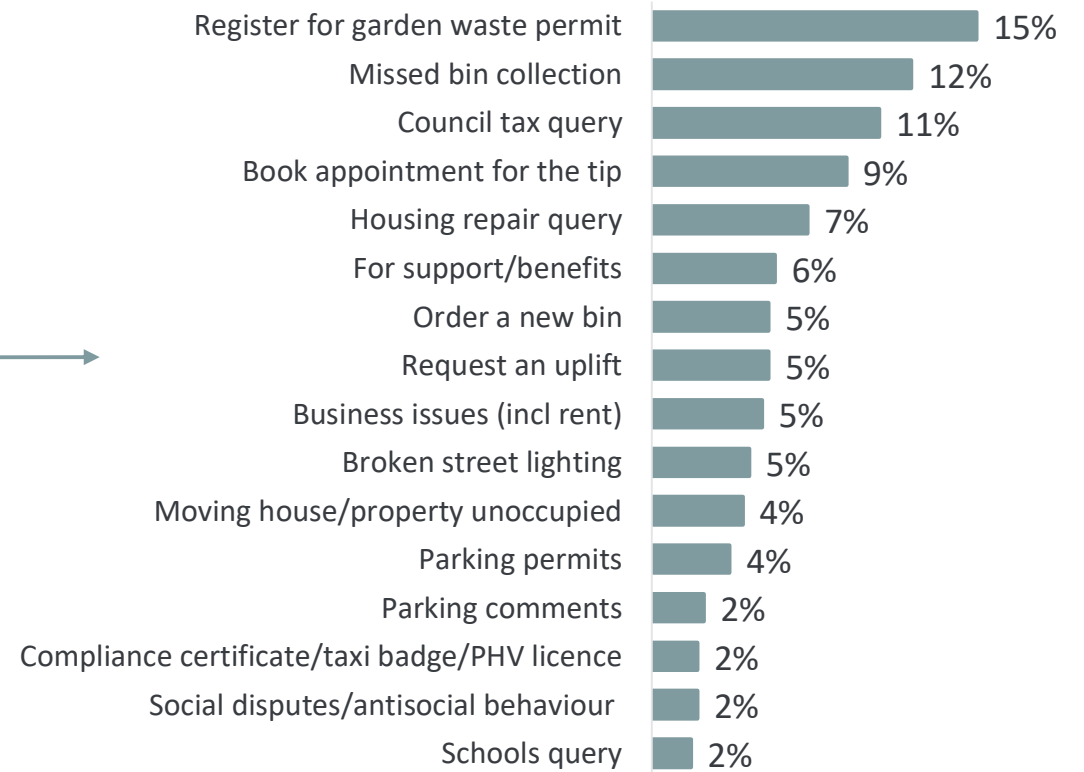
One third of respondents reported that they had contacted City of Edinburgh Council since lockdown began in March 2020. These respondents reported a range of reasons – with many relating to waste, refuse and bin collections.

Contacted City of Edinburgh Council since March?



• Respondents aged under 35 were less likely to have contacted the council (21%) than those aged 35 or older (37%).

Reason for contact

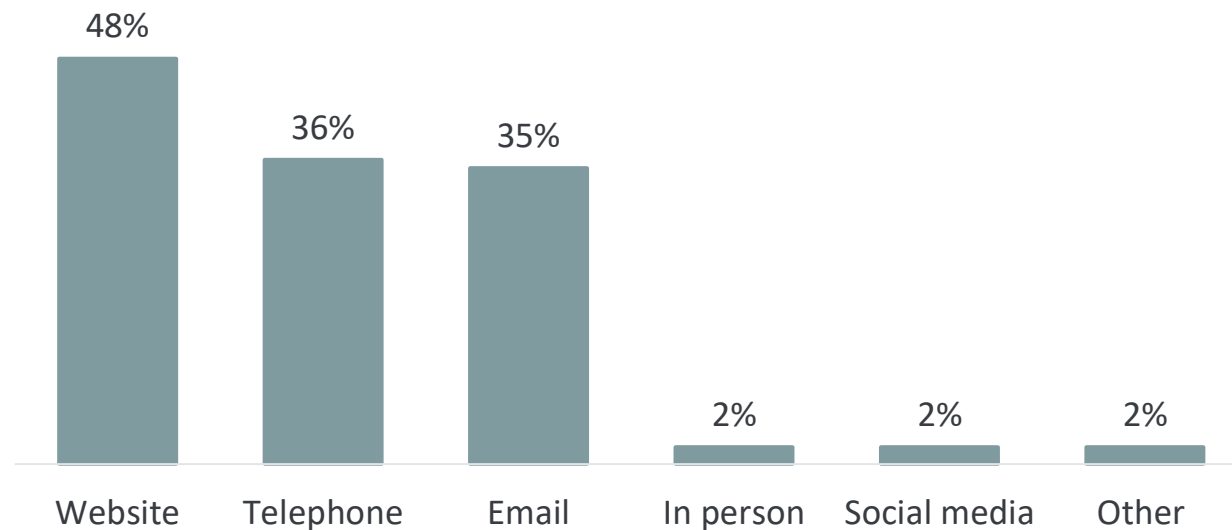


*Responses of 1% or less not shown

Almost half of those who had contacted City of Edinburgh Council since March used the website, while just over a third telephoned and/or emailed. Some differences in contact preferences were noted between men and women and across socio-economic groups.

Page 390

Method of contact with Council



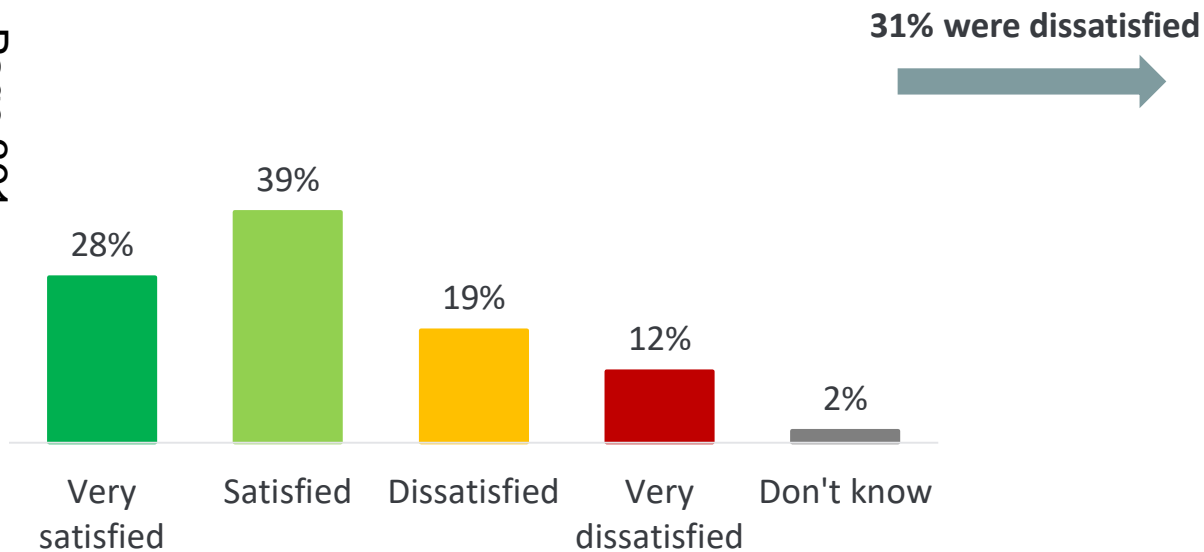
- Men (56%) were more likely than women (40%) to use the website, while women were more likely to prefer to telephone (42%, compared to 30% of men).
- People within the ABC1 socio-economic groups tended to prefer contact via the website (58%, compared to 32% of C2DE) while those within the C2DE group tended to prefer telephone (54%, compared to 27% ABC1).

Base: (those who have contacted Council): 330

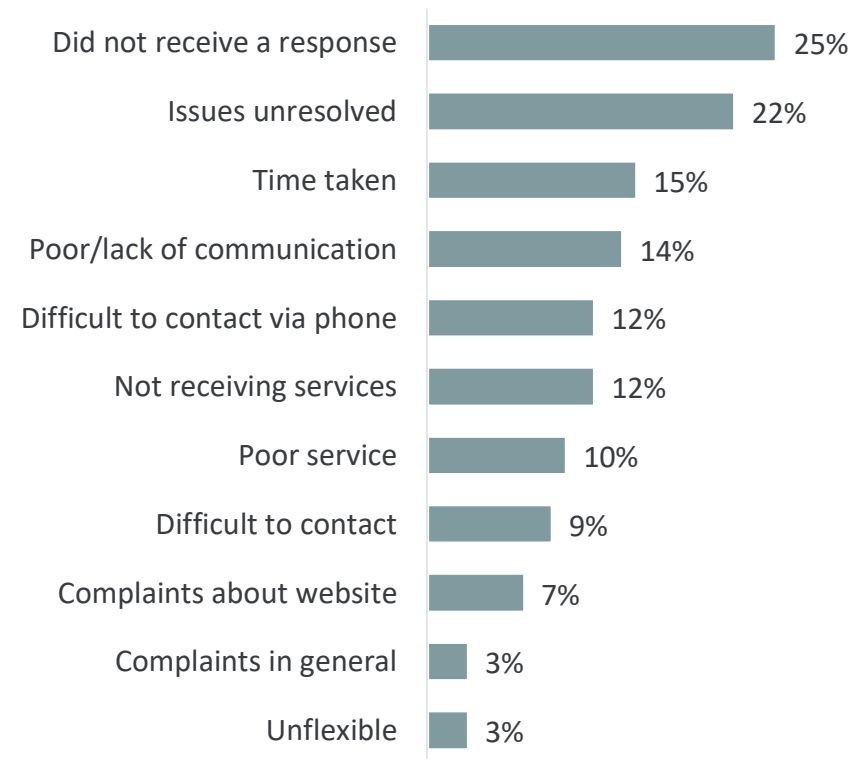
Two thirds of those who contacted the council were satisfied with the service they received. Amongst those dissatisfied, the key reasons were not receiving a response and their issue remaining unresolved.

Overall satisfaction with service received

Page 391



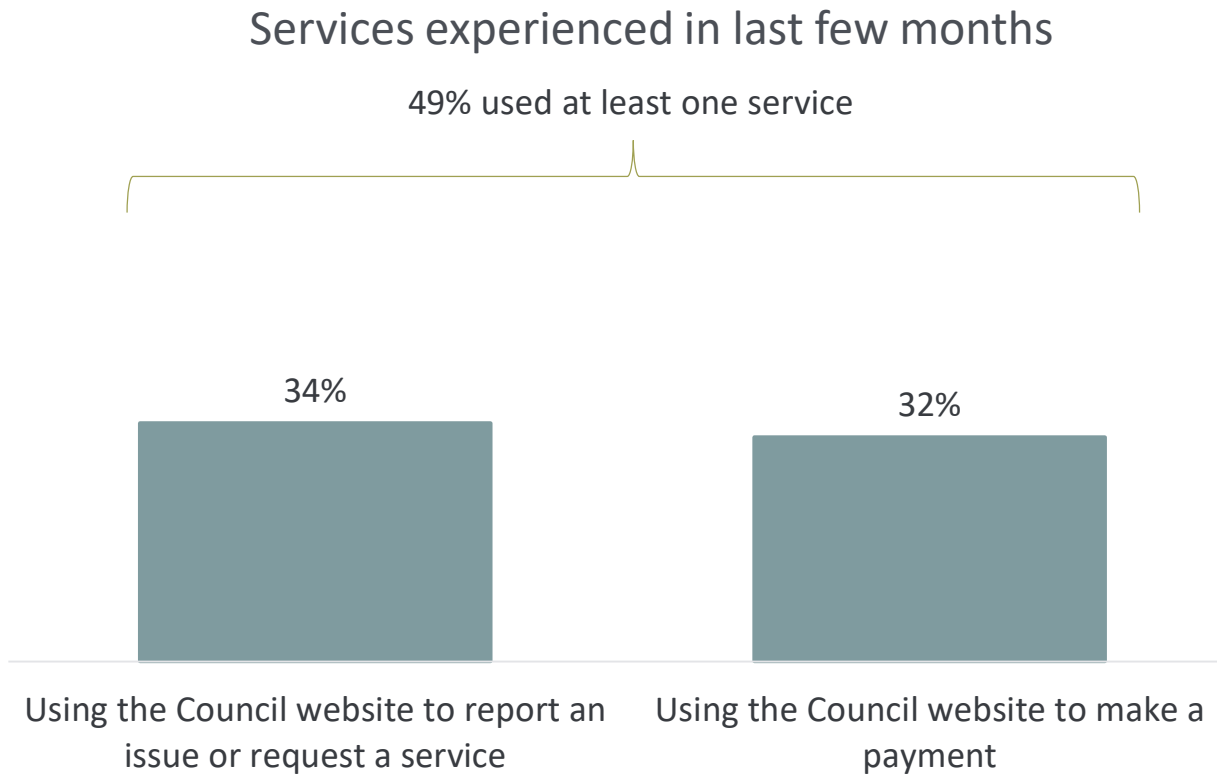
Reasons for dissatisfaction



*Responses of 1% or less not shown

Half of respondents reported that they had used the Council website in the last few months, with a third reporting an issue or requesting a service and a third making a payment. Younger respondents and those in the lower socio-economic groups were the least likely to have used the website.

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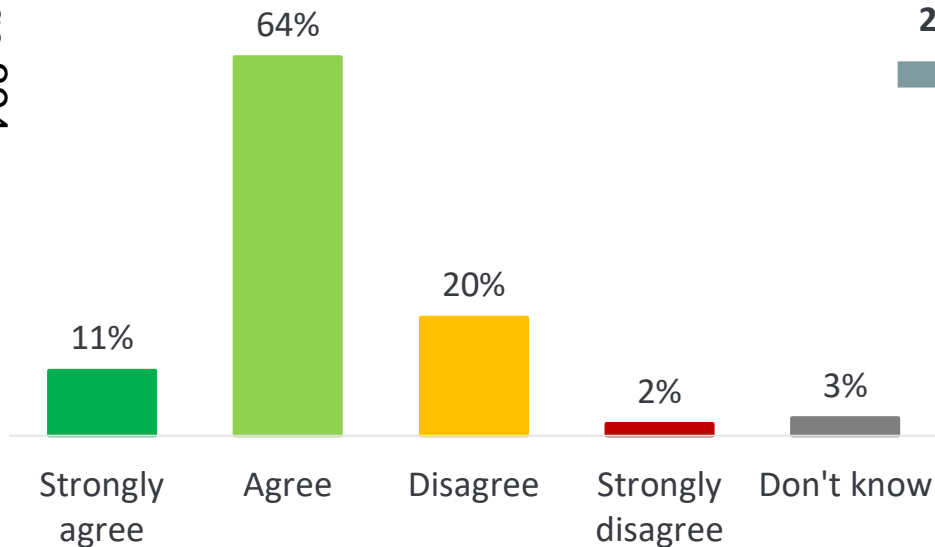
- Respondents within the AB (39%) and C1 (38%) socio-economic groups were more likely than DEs (22%) to use the website to report and issue/request a service. ABs (36%) and C1s (38%) were also more likely to make a payment via the website than DEs (25%).
- 16 to 24 year olds were the least likely to use the website (18% to report an issue/request a service; 12% to make a payment) and 45 to 64 year olds were the most likely (47% to report an issue/request a service; 47% to make a payment).

Views on options for future development of services

Three quarters of respondents agreed that it would be more convenient if libraries, community centres and advice services were all available in the same place. One in five disagreed, mainly because they did not see what the benefit would be and because the new location might be less convenient than current provision.

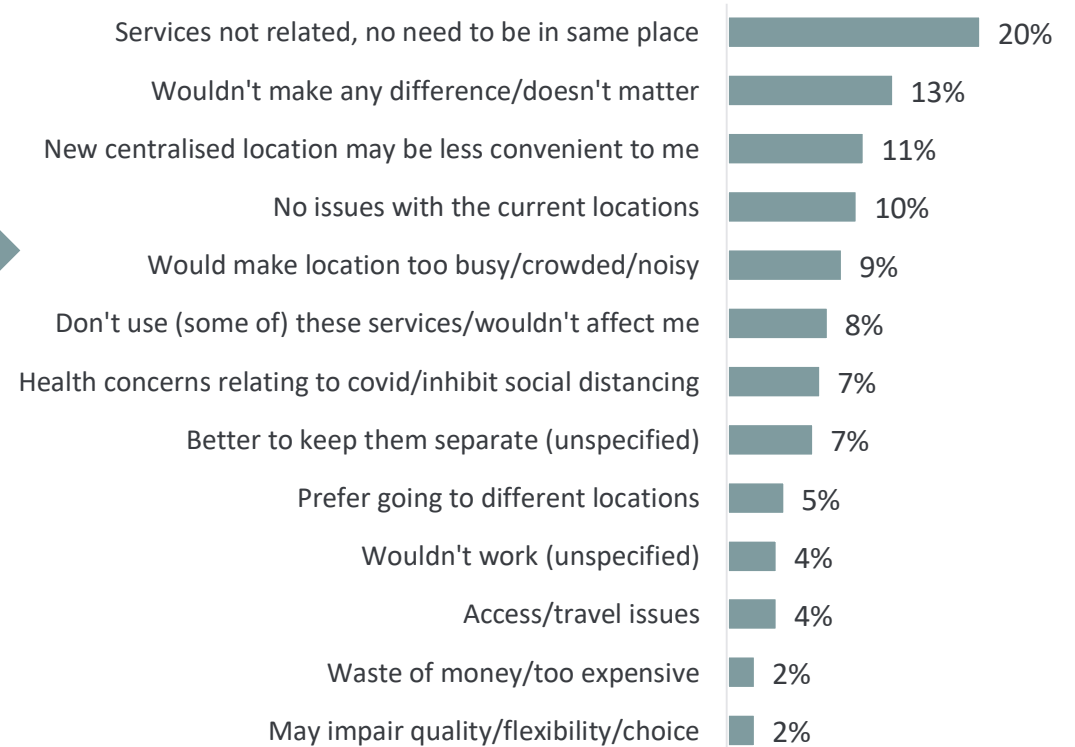
Page 394

It would be more convenient for you if libraries, community centres and advice services were all available at the same place



21% disagreed

Reasons for disagreeing



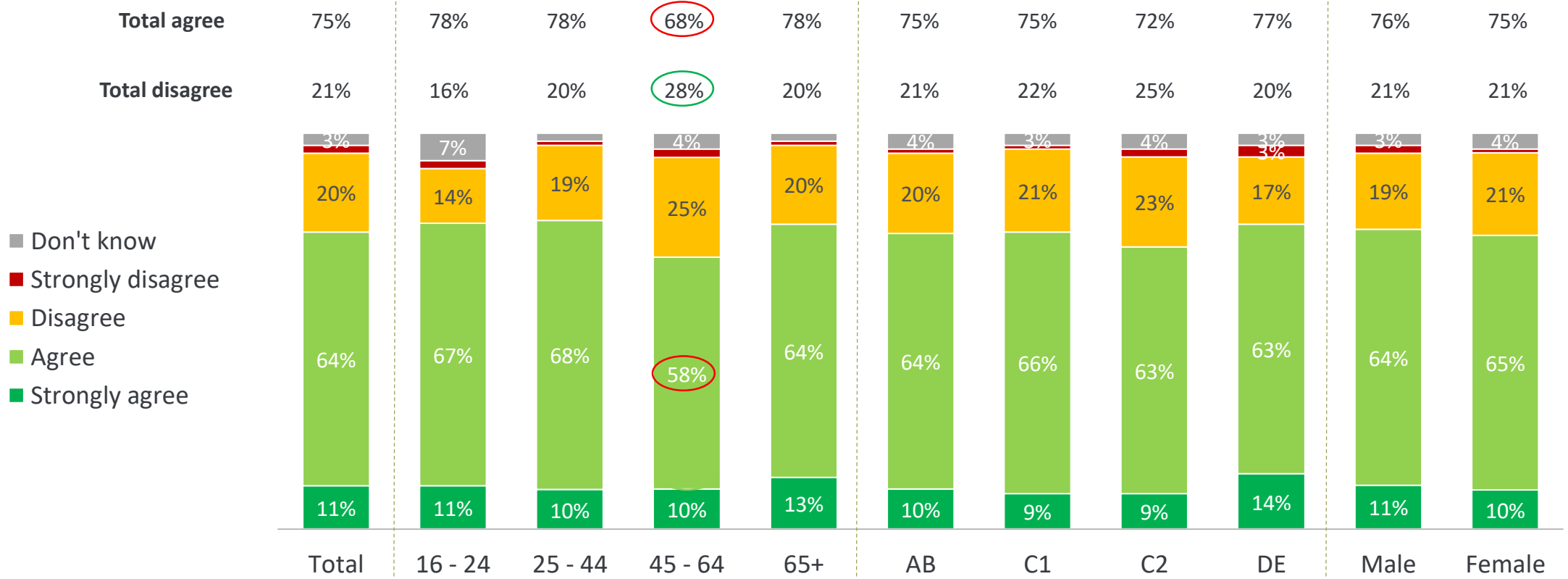
*Responses of 1% or less not shown

Q41: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.
 Q42: What's the main reason you say that? Open-ended

Agreement that services could be more conveniently be provided in one place was generally consistent across the demographic profile of the sample. Respondents aged 45 to 64 tended to be slightly less in favour.

It would be more convenient for you if libraries, community centres and advice services were all available at the same place

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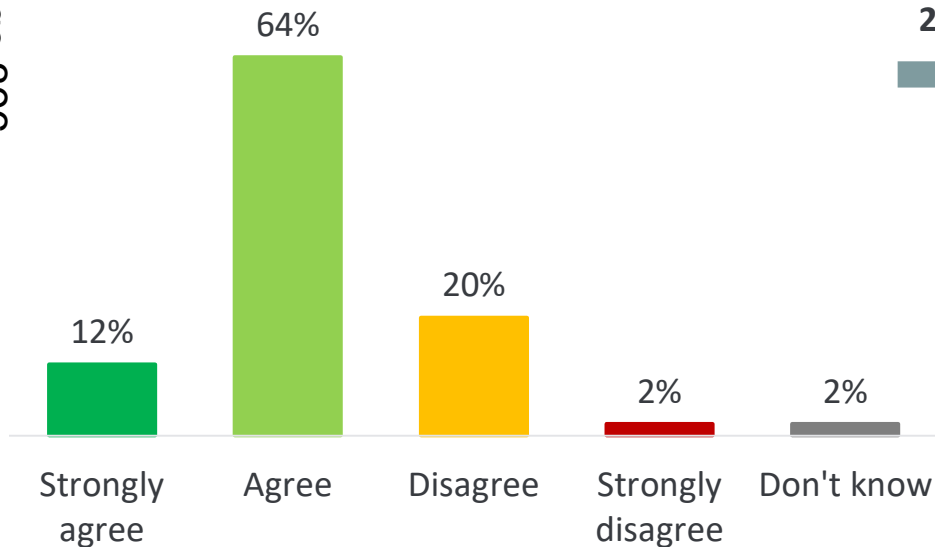


Q41: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.

Approximately three quarters also agreed that they would be comfortable using sports and leisure facilities at a local school. The key concern for those against the idea was worry about spreading or catching Covid during the pandemic.

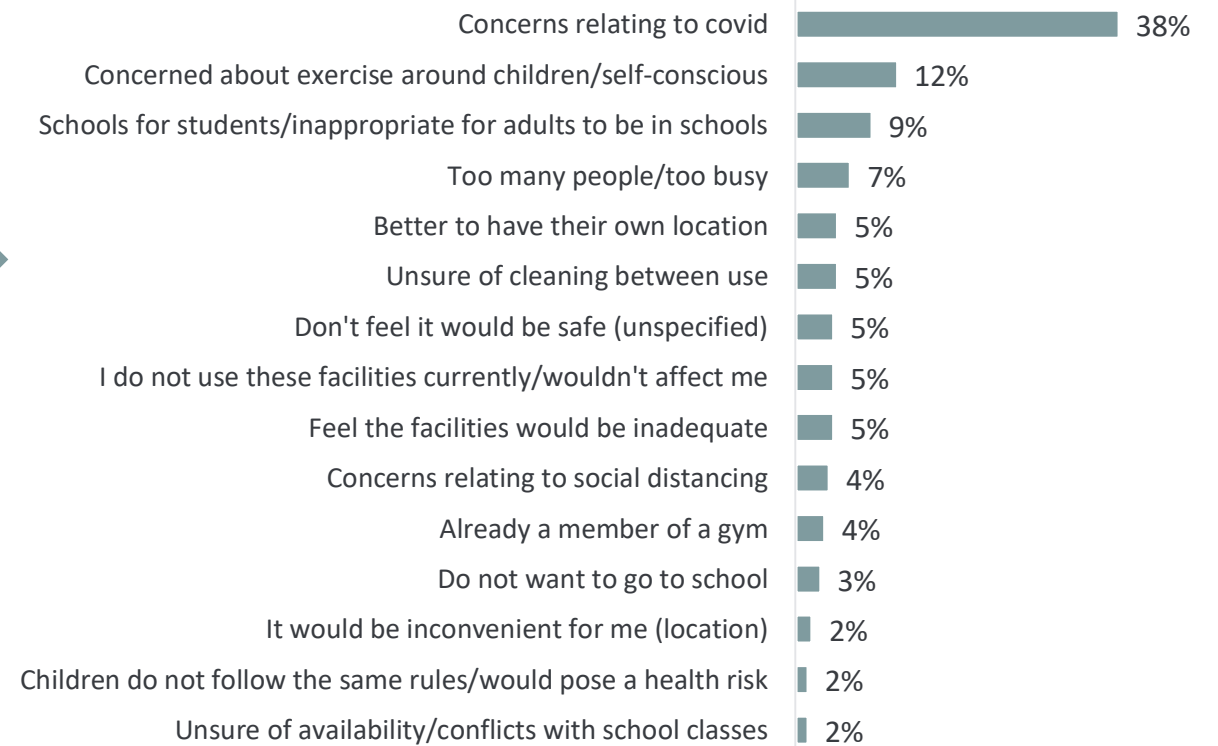
I would be comfortable using sport and leisure facilities at a local school if they were available to the general public.

Page 396



22% disagreed

Reasons for disagreeing



*Responses of 1% or less not shown

Q43: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.

Q44: What's the main reason you say that? Open-ended

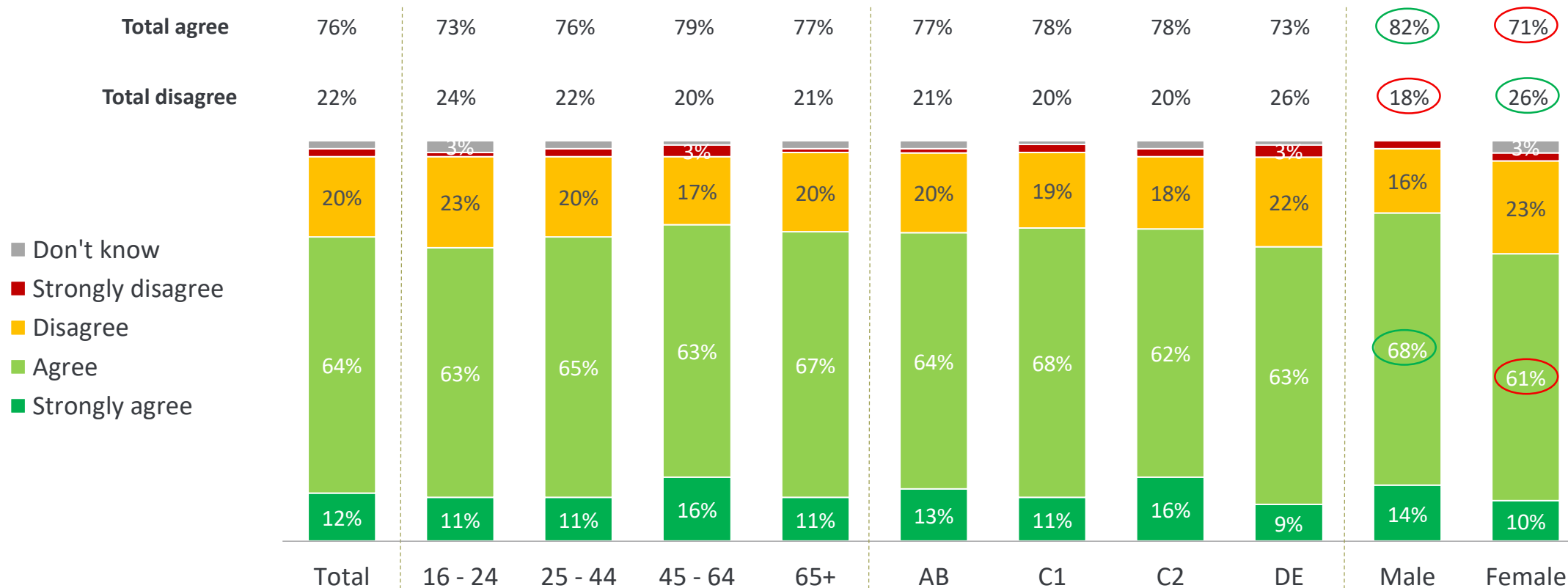
Q43 Base (all excluding 'no opinion/not applicable'): 910

Q44 Base (all disagreeing): 198

There were very few differences in opinion about using school sports facilities by age or socio-economic groups. However, men tended to be more comfortable with the idea than women.

I would be comfortable using sport and leisure facilities at a local school if they were available to the general public

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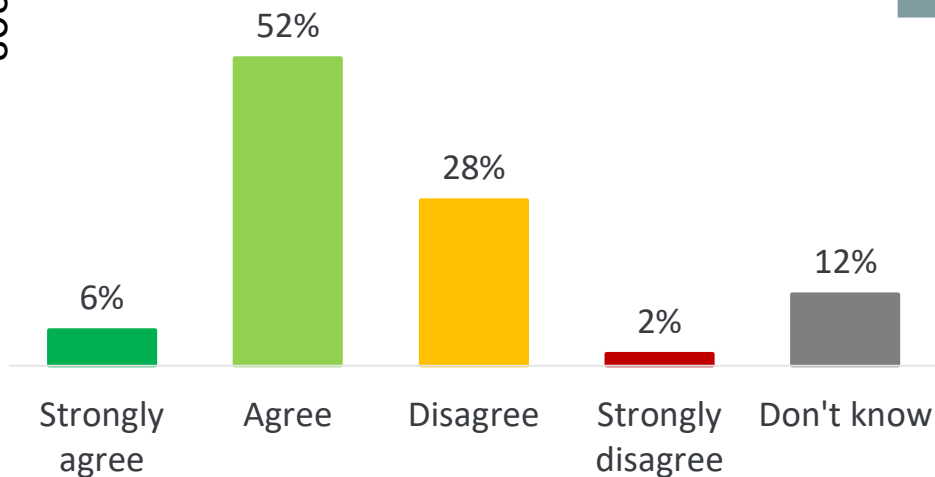


Q43: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.

The majority of respondents agreed that it makes sense to have all public services available in one location, however 3 in 10 disagreed and 12% were unsure. Those who had reservations about the concept tended to be concerned that it would not work practically, and/or felt there is no need to consolidate services in one location.

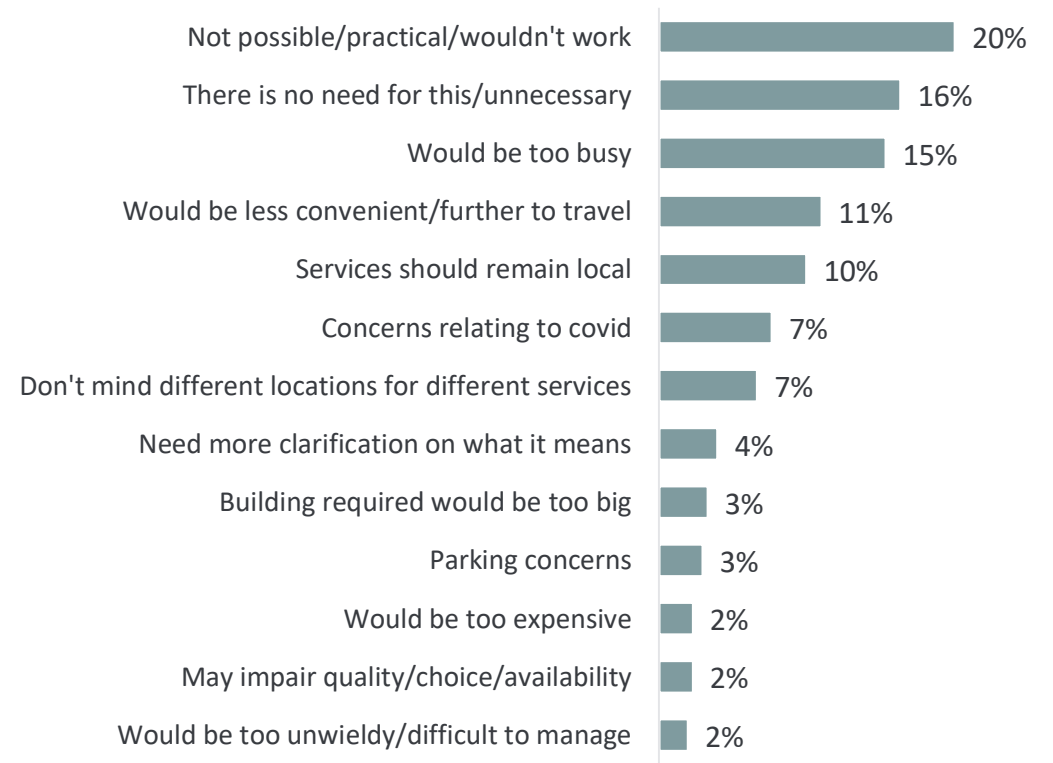
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It makes sense to have all public services available at one location



30% disagreed

Reasons for disagreeing



*Responses of 1% or less not shown

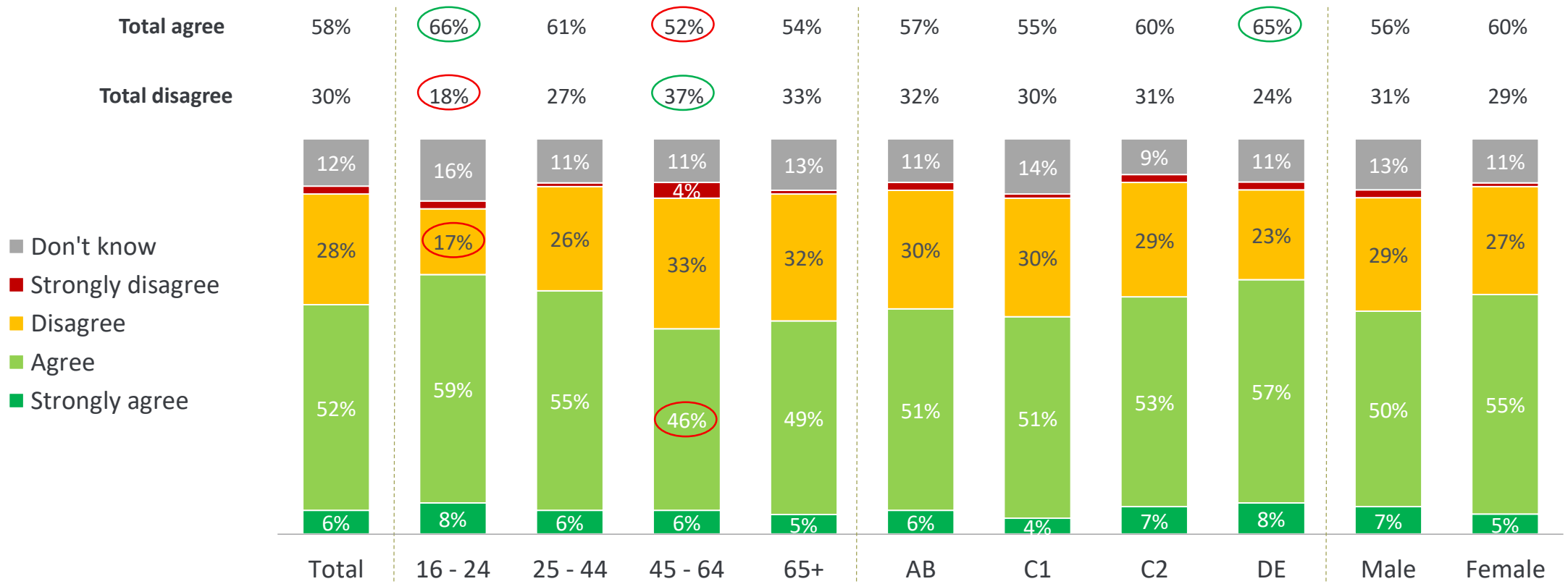
Q45: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.

Q46: What's the main reason you say that? Open-ended

Opinions of delivering public services in one location were generally consistent across the profile of the sample. Younger respondents and those in the DE socio-economic group were the most positive.

It makes sense to have all public services available at one location

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Q45: Because of the pandemic, all public service providers have had to rethink what services they provide and how these are provided. I'm going to read out some statements and for each one I want you to say whether you strongly agree, agree, disagree, strongly disagree or don't know.

A vertical yellow bar is positioned to the left of the text.

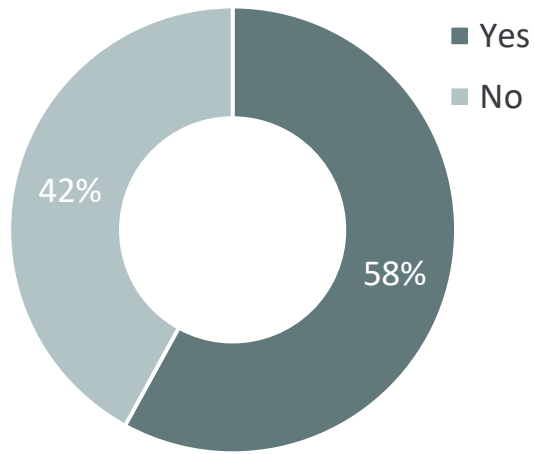
Impact of pandemic on work, leisure and wellbeing

Page 400

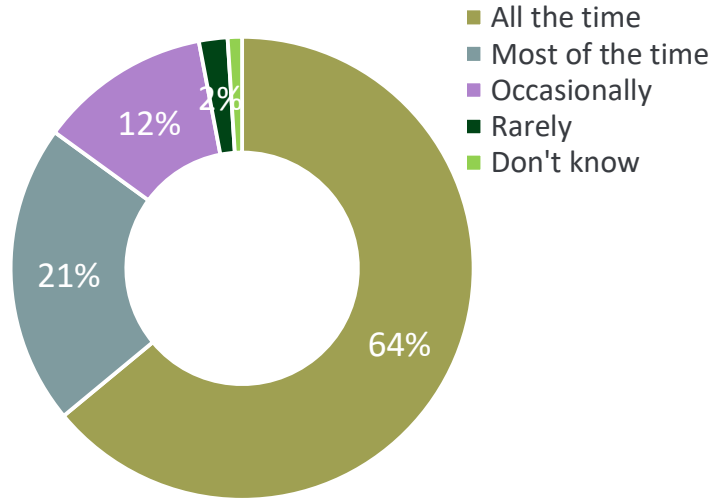
Over half of all employed respondents reported that they had been working from home during the pandemic, and for most of these this has been all of the time. Opinion was split on whether they would like this to continue in the future – 55% would like to work always or mostly at home, and 41% would prefer to work always or mostly away from home.

Page 401

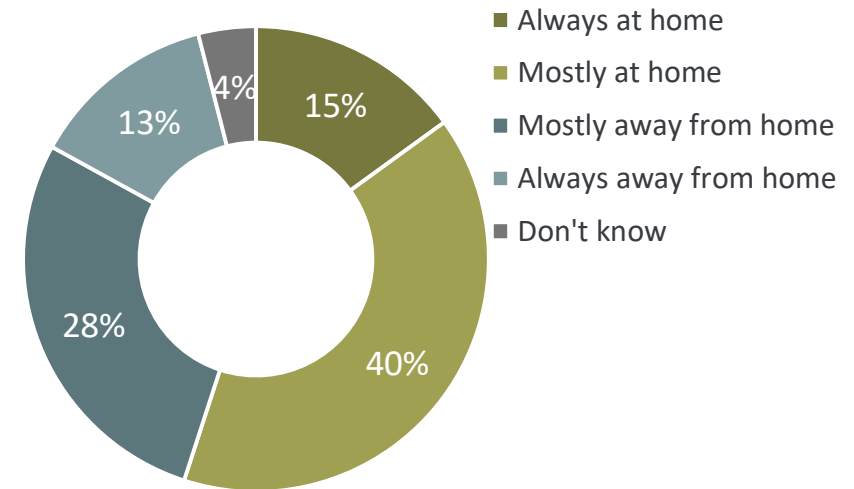
Have you been working from home?



Amount of time working from home?



Where would you like to work after pandemic?

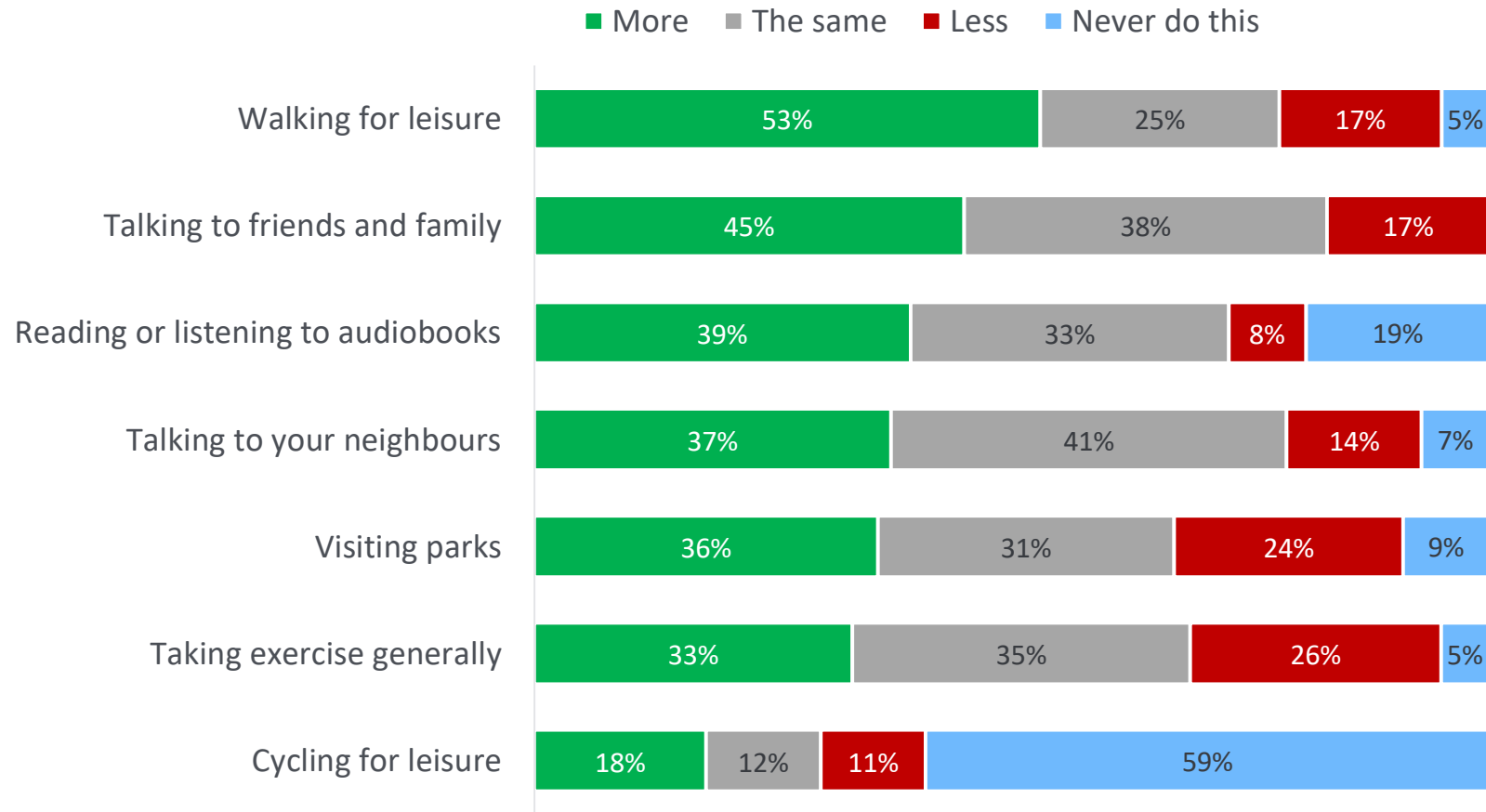


Q26: The next few questions are about working during the Covid-19 pandemic. Have you been working from home at all during the pandemic?
 Q27: About how much of your time have you been working from home... Would you say all the time, most of the time, occasionally or rarely?
 Q28: If you had the choice, where would you like to work when the pandemic is over?



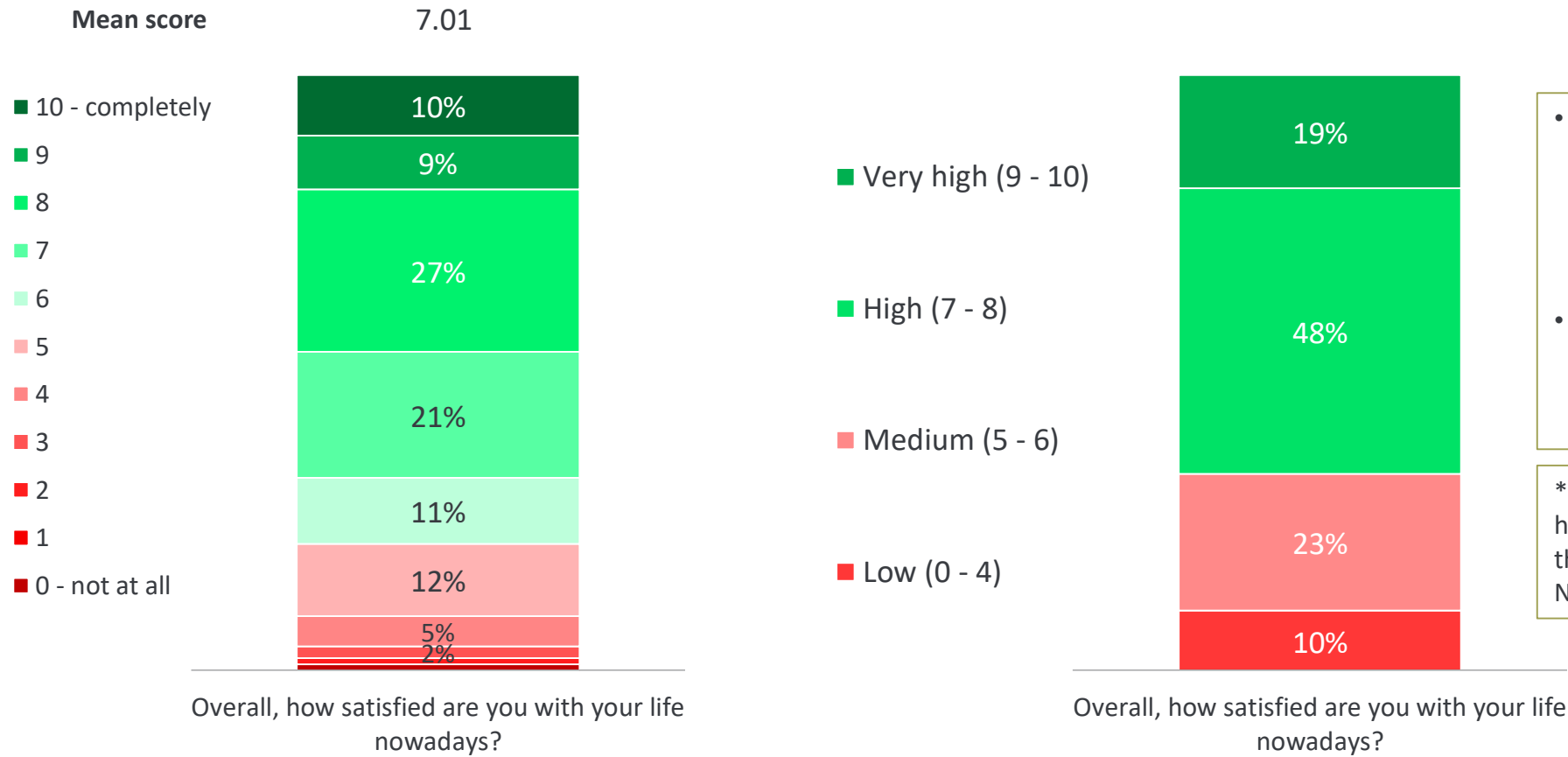
The pandemic has had a positive impact on some aspects of people’s lives in Edinburgh. More than half of respondents reported that they are walking more than they used to. One third are also exercising more, although a quarter are exercising less. Many are also talking more to friends, family and neighbours and reading or listening to audiobooks.

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Two thirds of respondents reported being generally satisfied with their life nowadays, although 1 in 10 reported low levels of satisfaction. Those reporting low satisfaction with their life were more likely to be in lower socio-economic groups, living with a health condition or living alone.

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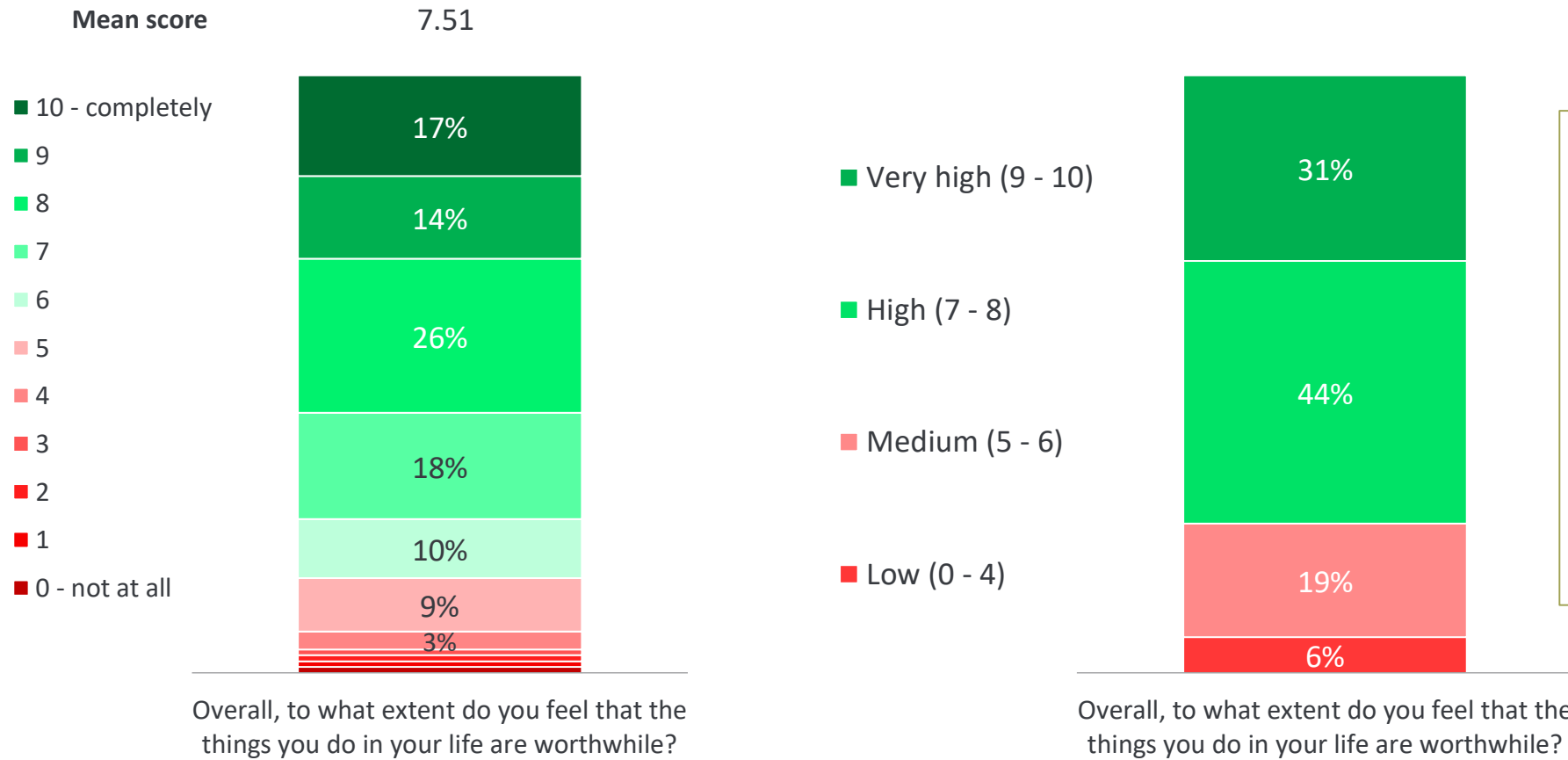
- Respondents in the DE (16%) socio-economic group, those living alone (15%) and those with a health problem (16%) were the most likely to score low (0 – 4 out of 10).
- A high score (7 – 8) was more prevalent amongst AB (52%) and C1 (52%) socio-economic groups than DE (41%).

*Grouped scores for low, medium, high and very high are based on those used by the Office for National Statistics.

Q29a: The next few questions are widely used to determine a person’s general wellbeing. There are no right or wrong answers. For each of these questions give an answer on a scale of 0 to 10, where 0 is ‘not at all’ and 10 is ‘completely’.

Three quarters of respondents gave a high or very high score in relation to feeling that the things they do in life are worthwhile. Ratings of this perception were highest amongst respondents aged 65+, while low ratings were again higher amongst the lower socio-economic groups, people living with a health condition and those living alone.

Page 404

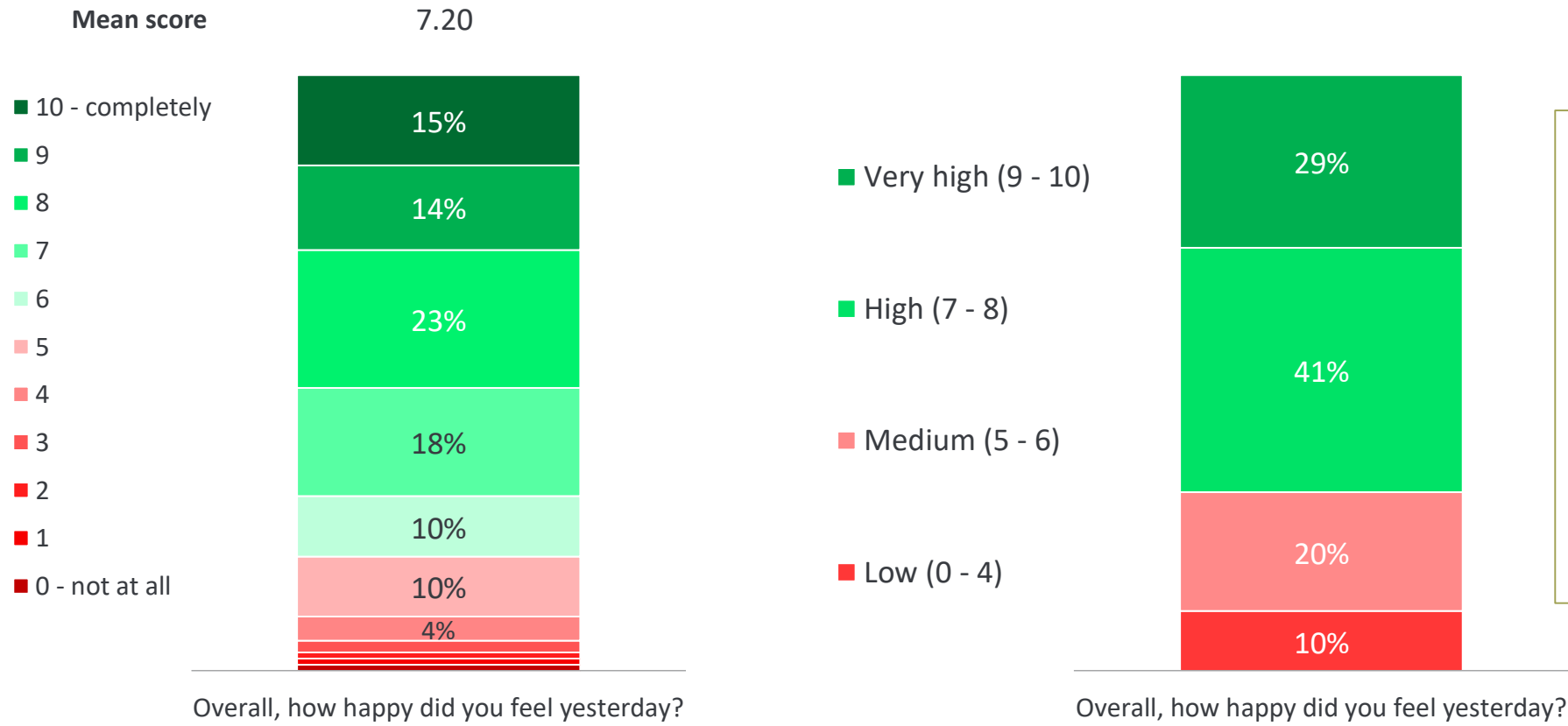


- Respondents in the DE (11%) socio-economic group, those living alone (10%) and those with a health problem (10%) were the most likely to score low (0 – 4 out of 10).
- People aged 65+ (39%) were more likely to provide a very high score than those aged 16 to 24 (23%).
- A high score (7 – 8) was more prevalent amongst AB (47%) and C1 (46%) socio-economic groups than DE (36%).

Q29b: The next few questions are widely used to determine a person’s general wellbeing. There are no right or wrong answers. For each of these questions give an answer on a scale of 0 to 10, where 0 is ‘not at all’ and 10 is ‘completely’.

The majority of respondents (7 in 10) gave a high or very high score in relation to how happy they felt yesterday; however, 1 in 10 provided a low happiness score of less than 5. Ratings of this perception were highest amongst respondents aged 65+ and those with children in the household, while low ratings were again higher amongst the lower socio-economic groups, people living with a health condition and those living alone.

Page 405

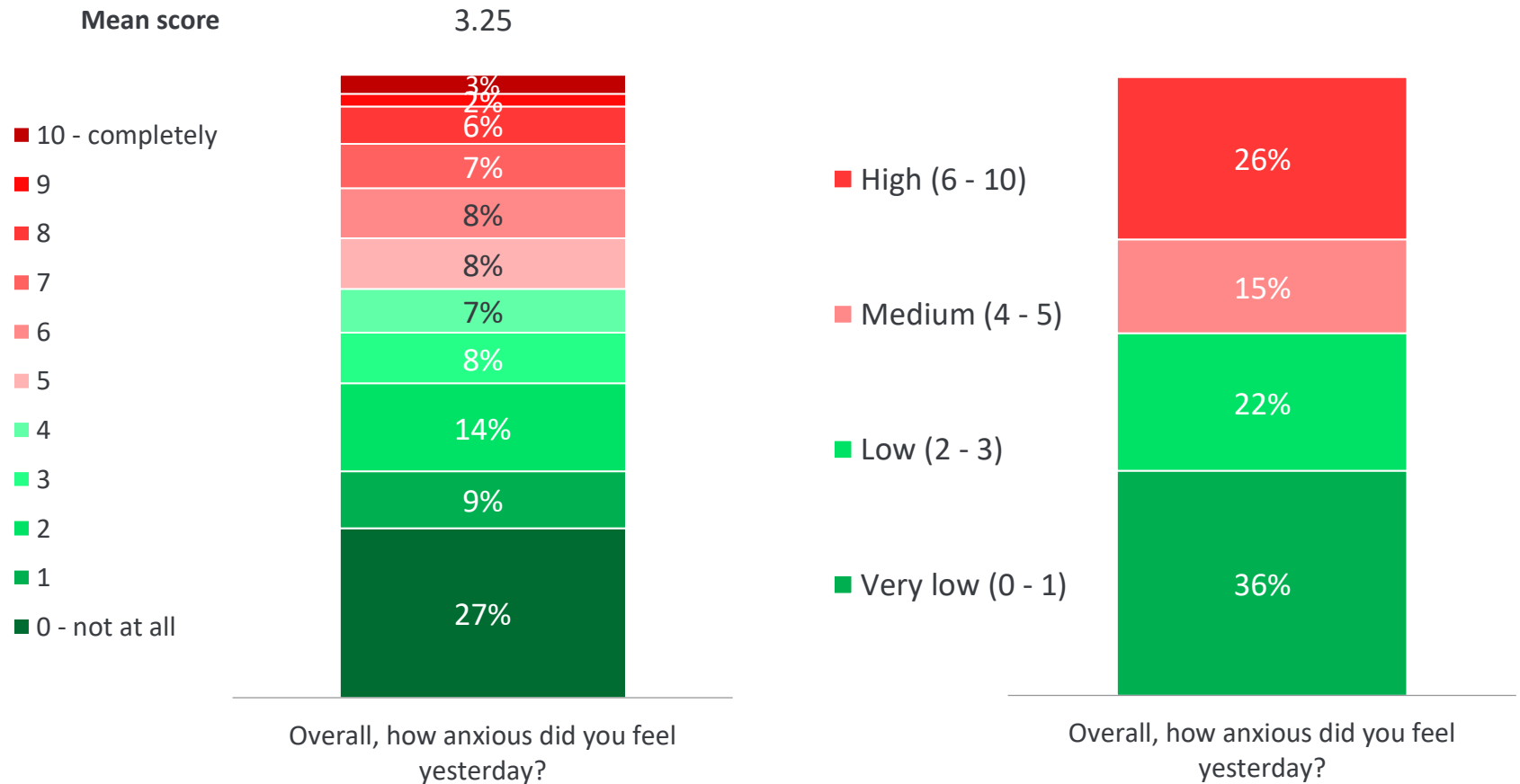


- Respondents in the DE (16%) socio-economic group, those living alone (14%) and those with a health problem (16%) were the most likely to score low (0 – 4 out of 10).
- People aged 65+ (37%) were more likely to provide a very high score than 35 to 54 year olds (24%).
- A high score (7 – 8) was more prevalent amongst people with children (48%) than those with no children (39%).

Q29c: The next few questions are widely used to determine a person’s general wellbeing. There are no right or wrong answers. For each of these questions give an answer on a scale of 0 to 10, where 0 is ‘not at all’ and 10 is ‘completely’.

Although most people gave a low score in terms of how anxious they felt yesterday, a significant proportion (4 in 10) gave a score of 5 or more. Respondents within the DE socio-economic group were the most likely to give a high score, whilst older respondents and men were more likely to provide low anxiety scores.

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- Respondents in the DE (36%) socio-economic group were more likely than those in other socio-economic groups to give a high score (6 - 10 out of 10).
- Very low scores were more prevalent amongst people aged 55 to 64 (40%) and 65+ (54%).
- Men (41%) were also more likely to give a very low score than women (32%).

Q29d: The next few questions are widely used to determine a person's general wellbeing. There are no right or wrong answers. For each of these questions give an answer on a scale of 0 to 10, where 0 is 'not at all' and 10 is 'completely'.

Summary and conclusions

Summary and conclusions



City of Edinburgh Council services

- The majority of respondents (4 out of 5) were satisfied overall with the services provided by City of Edinburgh Council. The main reasons driving dissatisfaction were concerns about roads/roadworks, communications issues, and street cleaning/refuse collection concerns.
- One third of the sample had contacted the Council since March – most commonly to register for a garden waste permit, to ask about a missed bin collection, for a council tax query or to book an appointment at the local tip.
- The majority of these respondents were satisfied with the service they had received; however, almost a third were dissatisfied. The key concerns were a lack of response, the time taken for a response, poor communications and the issue remaining unresolved.
- One half of respondents had used the Council website in the last few months to report an issue, request a service or make a payment.

Views on options for the future development of services

- Respondents tended to be more positive about locating Council services, such as libraries, community centres and advice centres, in one location – three quarters agreed this could be more convenient.
- A similar proportion also agreed that they would be comfortable using sport and leisure facilities at local schools if they were open to the public.

Summary and conclusions

Impact of pandemic on work, leisure and wellbeing

- More than half of working respondents reported that they had been working from home during the pandemic, and most of these said they were working from home all or most of the time.
- There was also an appetite to continue this arrangement in some form after the pandemic is over – over half of those currently working from home would like to continue to do so all or most of the time.
- Whilst the pandemic has had many severe and negative impacts, many respondents reported that they were exercising, talking to friends, family and neighbours, and reading or listening to audiobooks more than they used to. Walking for leisure was the main activity that has increased since March 2020, followed by talking to friends and family.
- The majority of respondents provided positive wellbeing scores in terms of how satisfied they are with their life, the extent to which they feel the things they do are worthwhile, how happy they were yesterday and how anxious they felt yesterday. However, there was a significant minority who gave low scores for these wellbeing measures, and they tended to be in lower socio-economic groups, people who live alone and people with a long term health condition.



Appendices

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Sample profile

- Weighting



- The sample was weighted by interlocked age and gender.
- Weighting factors were based on Census data.

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Gender	No.	Unweighted %	Weighted %
Male	466	46%	48%
Female	536	53%	51%
Other	3	< 1%	< 1%
Base	1,005	100%	100%

Age	No.	Unweighted %	Weighted %
16-24 years	121	12%	15%
25-34 years	129	13%	14%
35-44 years	236	23%	26%
45-54 years	103	10%	9%
55-64 years	209	21%	19%
65+ years	207	21%	18%
Base	1,005	100%	100%

Sample profile

- Ward



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Ward	No.	Unweighted %	Weighted %
Almond	102	10%	10%
City centre	21	2%	2%
Colinton / Fairmilehead	70	7%	7%
Corstorphine / Murrayfield	56	6%	5%
Craigtinny / Duddingston	70	7%	7%
Drum Brae / Gyle	66	7%	7%
Forth	65	6%	7%
Fountainbridge / Craiglockhart	49	5%	5%
Inverleith	62	6%	6%

Ward	No.	Unweighted %	Weighted %
Leith	34	3%	3%
Leith Walk	30	3%	3%
Liberton / Gilmerton	70	7%	7%
Morningside	44	4%	4%
Pentland Hills	94	9%	9%
Portobello / Craigmillar	78	8%	8%
Sighthill / Gorgie	57	6%	6%
Southside / Newington	37	4%	4%

Key contacts



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Technical appendix

Quantitative



- The data was collected by CATI interviewing.
- The target group for this research study was a representative sample of Edinburgh residents.
- The sampling frame used for this study was purchased from a trusted sample provider.
- The target sample size was 1,000 and the final achieved sample size was 1,005. The reason for the difference between these two samples was standard sampling procedures allowing for slight overage.
- Fieldwork was undertaken between 12th October and 2nd December 2020.
- Respondents were selected using a stratified random sampling technique, where interviewers worked to specified quota controls on key sample criteria, and respondents randomly selected within these quotas.
- In total, 23 interviewers worked on data collection.
- Each interviewer's work is validated as per the requirements of the international standard ISO 20252. All telephone interviews were recorded and a minimum of 10% were listened to in full for validation purposes. All interviewers working on the study were subject to validation of their work. In addition, interviewers were constantly monitored by the Telephone Unit Manager to ensure quality was maintained throughout each interview.
- The final data set was weighted to reflect the profile of the Edinburgh population. The sample bases before and after weighting are both 1,005.
- Quota controls were used to guide sample selection for this study. This means that we cannot provide statistically precise margins of error or significance testing as the sampling type is non-probability. The margins of error outlined should therefore be treated as indicative, based on an equivalent probability sample. The overall sample size of 1005 provides a dataset with a margin of error of between $\pm 0.62\%$ and $\pm 3.09\%$, calculated at the 95% confidence level.
- Our data processing department undertakes a number of quality checks on the data to ensure its validity and integrity. For CATI questionnaires these checks include:
 - All responses logged by the interviewers are checked for completeness and sense. Any errors or omissions detected at this stage are referred back to the field department, who are required to re-contact respondents to check and if necessary, correct the data.
 - Data is entered into our analysis package SNAP and data is stored on CATI booths until imported and stored in our secure workfiles.
 - A computer edit of the data carried out prior to analysis involves both range and inter-field checks. Any further inconsistencies identified at this stage are investigated by reference back to the raw data/call recordings.
- Where 'other' type questions are used, the responses to these are checked against the parent question for possible up-coding.
- Responses to open-ended questions will normally be spell and sense checked. Where required these responses may be grouped using a code-frame which can be used in analysis.
- A SNAP programme set up with the aim of providing the client with useable and comprehensive data. Crossbreaks are discussed with the client in order to ensure that all information needs are met
- All research projects undertaken by Progressive comply fully with the requirements of ISO 20252.

Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

People Strategy 2021-2024

Executive/routine Wards Council Commitments	Executive
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1. Recommendations

- 1.1. It is recommended that the Policy and Sustainability Committee approves the People Strategy 2021-2024 which builds upon the work delivered through our People Strategy 2017-2020.
- 1.2. To note that our new People Strategy is essential in making sure we can deliver our new Business Plan (Our Future Council, Our Future City) which sets out an ambitious agenda for the Council to deliver against our agreed priorities.
- 1.3. To note that this paper describes our People commitments for 201-2024 which are further underpinned by our Strategic Workforce Plan 2021-2024. This Plan describes specific further actions we will take as an organisation to address the gaps between our current workforce and the future workforce during the same period.

Stephen S. Moir

Executive Director of Resources

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2. Executive Summary

- 2.1 This report recommends a new Council People Strategy for 2021-2024 for approval, which applicable to all of our employees.
- 2.2 This new People Strategy is an essential enabling strategy and approach to support the delivery of our new Business Plan, known as *Our Future Council, Our Future City* which sets out an ambitious agenda for the Council to deliver.
- 2.3 The new strategy builds on the success of our 2017-2020 People Strategy against which much progress was made, and which has laid the foundation for the next phase of our development as an organisation and as an employer. Additionally, it seeks to address feedback from colleagues, both as a result of Covid-19 and how this has fundamentally changed both how and where we work for many colleagues but also in relation to broader changing expectations of our citizens and our role as one of the Capital City's largest employers.

3. Background

- 3.1 This People Strategy is for all of our workforce and sets out what we will do over the next three years to ensure we can deliver the priorities and actions set out in our [Business Plan](#) (Our Future Council, Our Future City 2021-2024):
 - Tackling poverty;
 - Becoming a sustainable and net zero city; and,
 - Promoting the wellbeing and inclusion of residents.
- 3.2 Residents' expectations, the changing nature of work and the workplace and the ongoing pressures on our financial resources mean we need to look again at how we design and deliver our services and engage and support our colleagues to work differently to deliver our priorities.
- 3.3 Internally, our colleagues have told us about the type of organisation they need us to become and we must address this through this strategy.
- 3.4 We need to ensure we can deliver on our ambitions by engaging and supporting our colleagues to work differently in a way that is financially sustainable. It requires our colleagues to be more agile, more empowered and more connected to our residents' lives and communities.
- 3.5 This next phase of our workforce journey reinforces our determination to further develop and enhance our organisational culture – building on our strengths and sharpening our focus on the areas for improvement.
- 3.6 We have identified three strategic themes, which underpin what we will do and how we will measure our progress and success:

- Living Our Behaviours;
- Maximising our Capability and Performance; and,
- Enhancing our Colleague Experience.

4. Main report

- 4.1 This People Strategy sets out the next phase of our workforce journey (2021-2024). It lays out what colleagues should expect from the Council as their employer and what the Council expects from our workforce.
- 4.2 It describes our People agenda priorities and actions to ensure we can deliver our new Business Plan: *Our Future Council, Our Future City*, which sets out an ambitious agenda for the Council to deliver against three key priorities:
- ending poverty and preventing adverse outcomes such as homelessness and unemployment;
 - becoming a sustainable and net zero city; and,
 - making sure wellbeing and equality are enhanced for all.
- 4.3 Additionally internally, our colleagues have told us about the type of organisation they need us to become one where they:
- are listened to and supported to do their roles to their best ability;
 - have the right tools and training;
 - feel empowered and in turn where unnecessary governance doesn't create blockers to agility and empowerment; and,
 - are supported with their wellbeing and can achieve a healthy work-life balance.
- 4.4 To ensure we deliver our Business Plan priorities, address colleague feedback, respond to the changing expectations of resident's and our workforce, requires us to look again at how we design and deliver our services, and engage and support our colleagues to work differently.
- 4.5 Equally, this strategy reinforces our determination to further develop our organisational culture – building on our strengths and sharpening our focus on the areas for improvement.
- 4.6 We have identified three strategic themes, which underpin what we do and how we track progress and measure our delivery and success;
- **Living our behaviours** – clear expectations for how we'll behave in everything we do, developing a culture of inclusion, respect and belonging;
 - **Maximising our capacity and performance** – ensuring we're recruiting and developing colleagues with the skills, experience and behaviours needed to deliver our priorities; and,
 - **Enhancing our colleague experience** – looking after each other through change, ensuring colleagues feel part of our organisation and, making wellbeing a priority.

- 4.7 Progress will be monitored and reported using the new Planning and Performance Framework, a separate update report for which is also on the agenda for this meeting of the Committee, and we will ensure that this strategy evolves, as we deliver upon our actions and to accommodate flexibility as called for.
- 4.8 This strategy should be read in conjunction with our 'Strategic Workforce Plan 2021-2024'. This Plan describes the specific further actions we will take to close identified gaps in our current workforce and the future workforce we need, to deliver the priorities in our Business Plan.

5. Next Steps

- 5.1 Subject to the approval of the Policy and Sustainability Committee, work will start to ensure that colleagues gain visibility and understand this strategy and the implications for all.
- 5.2 The Human Resources Division will redesign our programme of work to reflect the strategic themes in this strategy and resource will be aligned accordingly.

6. Financial impact

- 6.1 All programmes of work proposed within the People Strategy will be managed within approved budgets, both within the Human Resources Division and across Directorates.

7. Stakeholder/Community Impact

- 7.1 An Integrated Impact Assessment has been undertaken and will be published.

8. Background reading/external references

- 8.1 [Business Plan](#) – *Our Future Council, Our Future City 2021-2024*
- 8.2 [People Strategy and People Plan 2017](#)
- 8.3 Strategic Workforce Plan 2021-2024
- 8.4 [Diversity and Inclusion Strategy and Action Plan](#)
- 8.5 [Wellbeing Strategy](#)
- 8.6 [Performance management framework](#)

9. Appendices

- 9.1 Appendix 1 – People Strategy 2021-2024

Appendix 1

Our Future Council People Strategy

2021 - 2024

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INTRODUCTION: OUR PEOPLE JOURNEY

Our people are, and will continue to be, our most important assets.

Throughout the pandemic, we've worked together to maintain vital services in the most challenging of circumstances, embracing different ways of working and demonstrating real pride in the Council and our city.

We learned to communicate through Covid-19 safety measures and learning to navigate new technology and built a new culture around working from home. We also learned the value of delivering services from within communities, close to where people live and work.

There will be a time soon when we can start to return to our offices and buildings, but we must also recognise that the world of work has changed. This presents new opportunities to look again at how we'll work in the future. This People Strategy sets out a detailed vision and plan for how we need to change. We need to ensure we can deliver services that really meet the needs of our diverse and growing communities, while also looking after our own wellbeing and that of our colleagues.

It's important to note, however, that we're not starting this work from scratch. We'll be building on our 2017-2020 People Strategy, which focused on developing an agile and flexible workforce; developing our people's skills and strengths; and creating a great environment for delivery. We made a lot of

progress in delivering against this plan all of which lays the foundation for what comes next.

For example, since 2017 we've improved the experience for new starters, launched a new talent programme, agreed a Diversity and Inclusion Strategy and Plan, developed a new Performance Management Framework, rolled out leadership development, completed an inventory of all essential learning by role, and developed and agreed a colleague wellbeing Strategy and Plan. You can read more about what we have achieved in Appendix 1.

Our new People Strategy is essential in making sure we can deliver our new Business Plan: *Our Future Council, Our Future City* which sets out an ambitious agenda for the Council to deliver against three key priorities:

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

However, other internal and external factors have also influenced this new People Strategy:

- Despite continued financial pressures, we must focus on our priorities and maintain the organisational capacity and

resilience to respond to change. Workloads remain a challenge and we want to ensure that we've done everything we can to help colleagues to manage this.

- We don't yet know the full impact of COVID-19 on the economy, but already it has had a significant impact on both the national and local job market. There is more that we can and must do to support both our colleagues and citizens to ensure they remain safe and well.
- We are working in partnership with other organisations, including the Edinburgh Health and Social Care Partnership, Education establishments and organisations whose expertise will support the delivery of our priorities.
- The changing expectations of what a multi-generational workforce want from their place of work and how we can support them with their wellbeing, work-life balance and feeling a part of our organisation from day one and during their employment with us.

What should you expect from this Strategy?

This People Strategy sets out the next chapter of our workforce journey. It lays out what colleagues should expect from the Council as their employer and what the Council expects from their workforce. This will include the behaviours we should all use at work and a commitment to hold colleagues to account when they don't live up to these behaviours.

We'll continue to ensure we all have the training we need to do our jobs well and continue to provide preventative and reactive support for colleagues' wellbeing.

We'll closely monitor our progress using the Planning and Performance Framework and ensure that this document evolves (as we deliver upon our actions and to accommodate flexibility as called for).

EXECUTIVE SUMMARY: OUR PEOPLE STRATEGY 2021-2024

Our Future Council will be designed around what colleagues and citizens have told us.

In the last two years, tens of thousands of residents shaped a new 2050 City Vision saying that they want Edinburgh to be a fair, welcoming, thriving, and pioneering city.

Taking this forward, the Council's focus on tackling poverty, delivering a zero net carbon city, and promoting the wellbeing of residents remains more important than ever.

Internally, our colleagues have told us about the type of organisation they need us to become one where they:

- are listened to and supported to do their roles to their best ability;
- have the right tools and training;
- feel empowered and in turn addresses unnecessary governance which blocks to agility and empowerment;
- are supported with their wellbeing and can achieve a healthy work-life balance.



This People Strategy is for all of us. It sets out what we'll do for you over the next three years to ensure we can deliver the priorities and actions set out in Our Future Council; Our Future City. We have identified three strategic themes, which underpin what we do and how we measure our success.

- **Living our behaviours** – clear expectations for how we'll behave in everything we do.
- **Maximising our capacity and performance** – ensuring we give everyone the opportunity to develop the skills they need to do their job well.
- **Enhancing our colleague experience** – looking after each other through change, ensuring colleagues feel part of our organisation and, making our wellbeing a priority.

Living our behaviours

Delivering the level of ambition set out in Our Future Council requires further improvements to our culture. Through discussions with colleagues, we know that we need to do more to develop an inclusive culture, where people feel safe and able to raise concerns and potential risks knowing that they will be supported and heard. And through this Strategy we'll be clear about the expectations and behaviours we should expect from our colleagues.

Maximising our capacity and performance

We'll ensure everyone is clear about what's expected of them in their role. We' invest further in making sure there is sufficient training and development to keep us safe but also to support career development.

Enhancing our colleague experience

We recognise that change is inevitable and so will ensure we're honest about the impact of change (even when the messages might be hard) and that colleagues are engaged and supported through that change.



Residents' expectations, the changing workplace and the ongoing pressures on our budget mean we need to look again at how we design and deliver our services, and engage and support our colleagues to work differently to deliver our priorities.

Our People Strategy 2021-2024 lays the roadmap to deliver on our ambitions by ensuring we engage and support our colleagues to work differently and, to deliver our priorities in a way that is financially sustainable. It requires our colleagues to be more agile, more empowered and more connected to our residents' lives and communities.

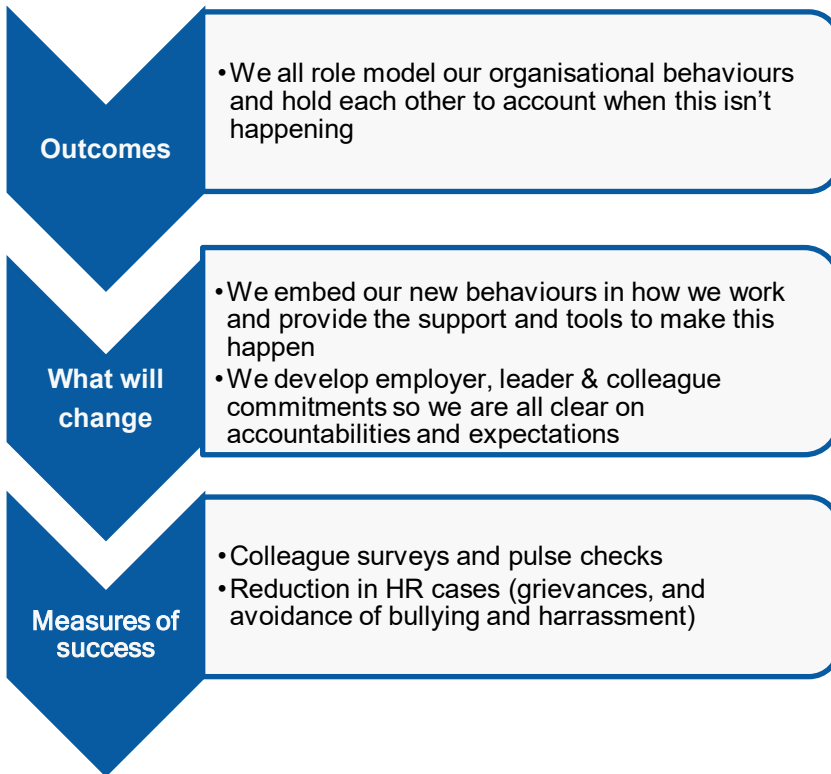
This next chapter of our workforce journey reinforces our determination to further develop our organisational culture – building on our strengths and sharpening our focus on the areas for improvement.

PEOPLE STRATEGY 2021-2024

STRATEGIC THEME 1: LIVING OUR BEHAVIOURS To develop a culture of inclusion, respect and belonging

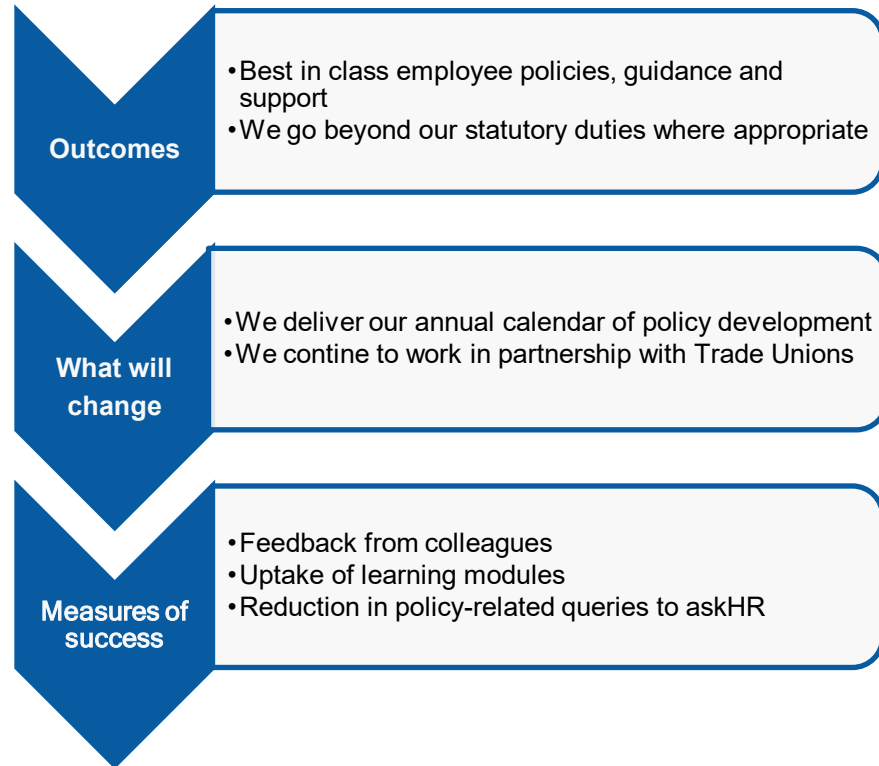
Action 1: Our behaviours

Identify and embed the behaviours we expect every colleague to demonstrate at work.



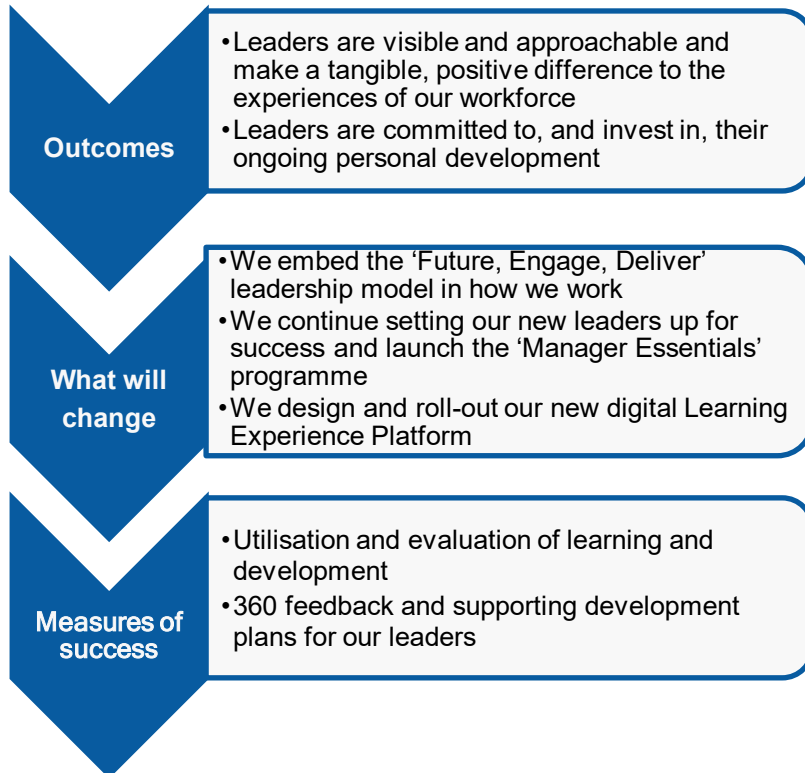
Action 2: Employment policies

Develop best practice inclusive policies, guidance and learning which reflect our culture.



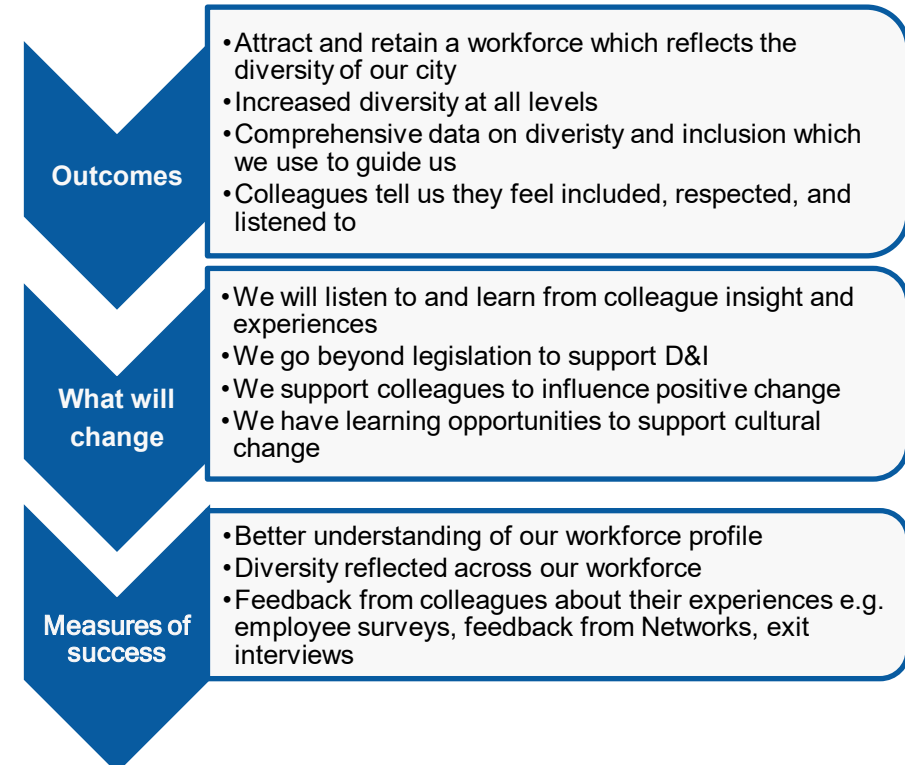
Action 3: Leadership

Support our leaders to be confident, self-aware and to deliver using our expected behaviours.



Action 4: Diversity and Inclusion (D&I)

Build our culture of equality and inclusion and influence positive change for our workforce and city.



What happens next:

- We complete the work with colleagues to develop our new behaviours. By June 2021 we will have agreed new behaviours for the Council and will work to embed them in all we do through to 2024.
- We will deliver on reviewing and refreshing the agreed employment policies, guidance and training in our annual calendar.
- We launch and embed our new Managers' Essential training from May 2021.
- We continue to evaluate and evolve 'Setting New Leaders Up for Success'.
- We launch our new digital Learning Experience Platform by summer 2021.

- We sharpen our focus on leadership development, continue with Future Engage Deliver, Conversation Spotlight, Change Leadership and 'Be Well to Lead Well'.
- Deliver on the commitments in our D&I Strategy and Plan including employee equalities reporting; review and strengthen all D&I related learning; support Colleague Networks to grow and have a voice; complete an external equalities audit on our recruitment approach; roll-out our annual event calendar, comms and celebrations; introduce reverse mentoring; address findings from culture capture.
- We complete the work with colleagues to develop our new behaviours. By June 2021 we will have agreed new behaviours for the Council and will work to embed them in all we do through to 2024.

STRATEGIC THEME 2: MAXIMISING OUR CAPABILITY AND PERFORMANCE

Ensuring we're recruiting and developing colleagues with the skills, experience and behaviours needed to deliver our priorities.

Action 5: Learning

Create a learning culture and make it easier to develop our own internal talent.

Outcomes

- Colleagues have equal access to learning
- Close identified skills, experience and capability gaps in our workforce
- Learning will include behaviour and impact as well as technical skills and knowledge

What will change

- We continue investing in core learning to keep us safe and ensure colleagues are set up for success
- We launch our new digital learning experience platform
- We identify and close skills and experience - current and anticipated gaps (see Strategic Workforce Plan)

Measures of success

- Satisfaction rates from learning courses (digital, face to face, and virtual events)
- Increased use of learning resources
- Actions/outcomes of Strategic Workforce Plan
- Development of workforce plans, including skills/capability matrix

Action 6: Resourcing and Talent Development

Be innovative and inclusive in how and where we recruit to attract high quality candidates and develop our internal talent.

Outcomes

- We recruit people who are committed to role modelling our behaviours and delivering our priorities
- Colleagues feel welcome from day one
- Support our talented colleagues with their development and career progression

What will change

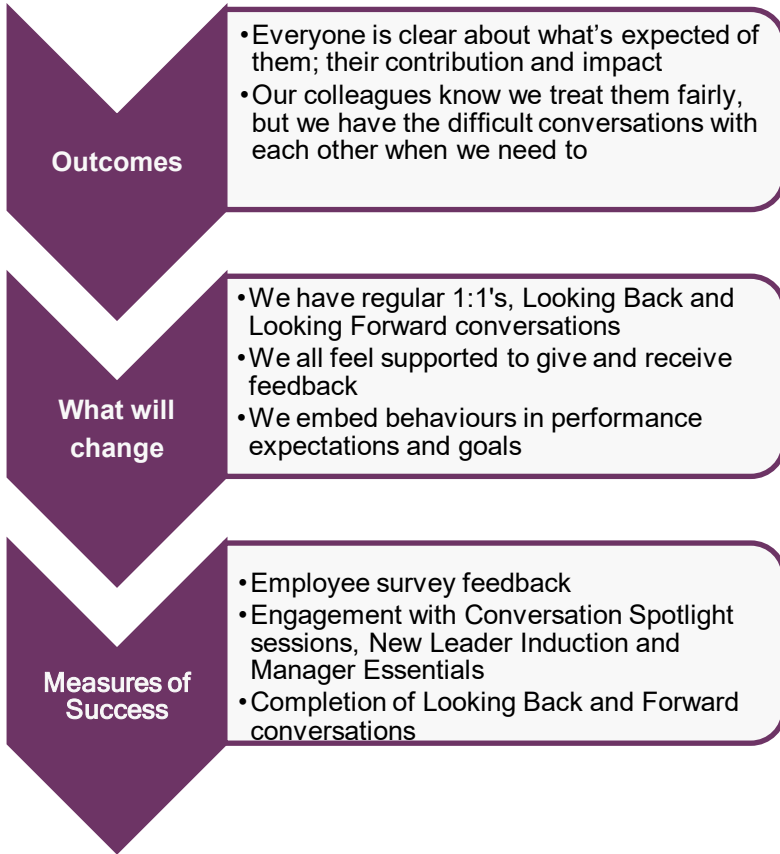
- We will diversify how and where we recruit
- We will offer flexibility for roles we're recruiting
- We will identify, develop and grow our own talent - through further talent programmes and succession planning
- We will use Workforce Plans (see our Strategic Workforce Plan)

Measures of success

- Employee surveys and pulsechecks
- Increased diversity of candidates
- Delivering outcomes of talent programme
- Exit surveys

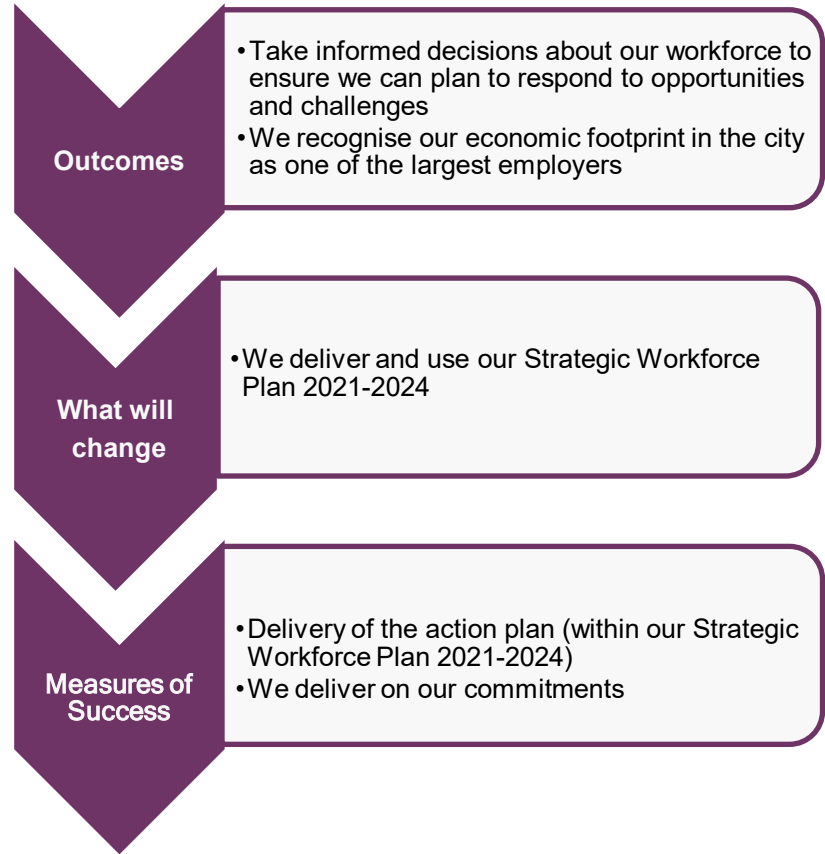
Action 7: Performance management

Embed conversations about goals, development, and delivery for all colleagues.



Action 8: Workforce planning

Deliver our strategic priorities by making informed decisions about our workforce.



What happens next:

- Year on year we're clear on what is required for role-related learning and how to maximise the annual budget for this.
- We deliver our Strategic Workforce Plan commitments 2021-2024.
- We evaluate the current Talent Programme and design the next one for launch at the end of 2021.

- We continue to embed Corporate Induction and New Leader events.
- We automate and improve candidate and recruiting line manager experience and maximise additional recruitment platforms.
- We build our new behaviours into colleague Performance Management and embed this approach.
- We build our new behaviours into all aspects of recruitment.

STRATEGIC THEME 3: ENHANCING OUR COLLEAGUE EXPERIENCE

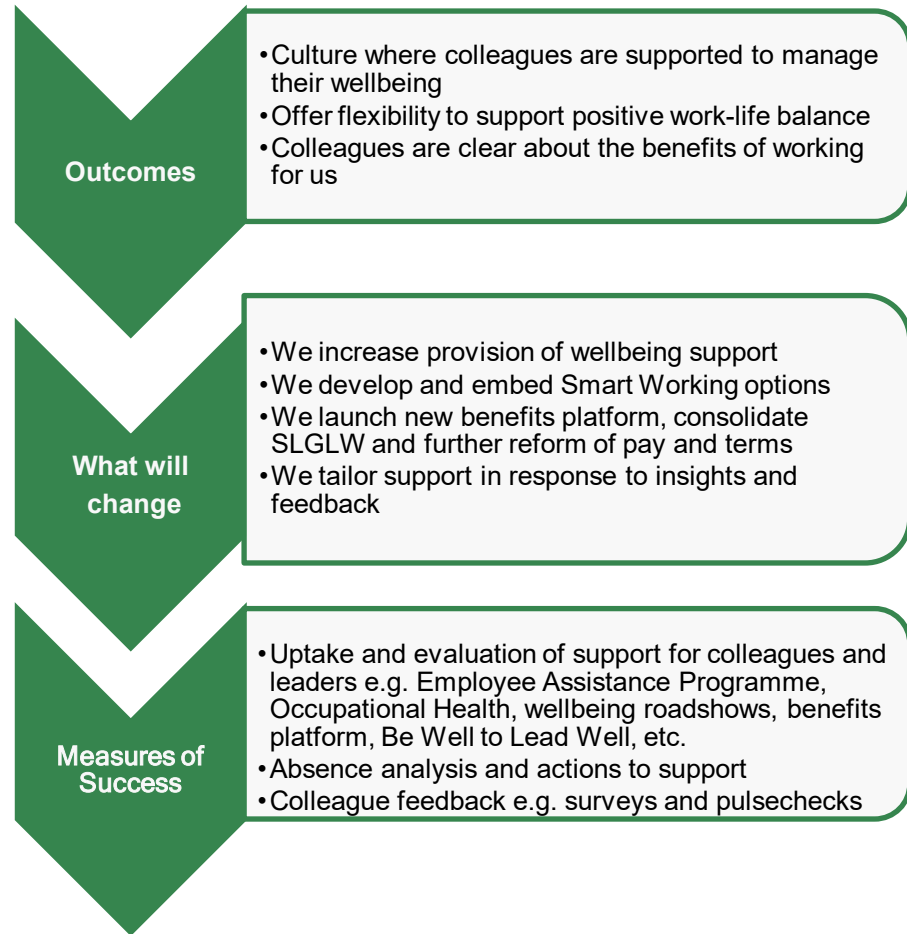
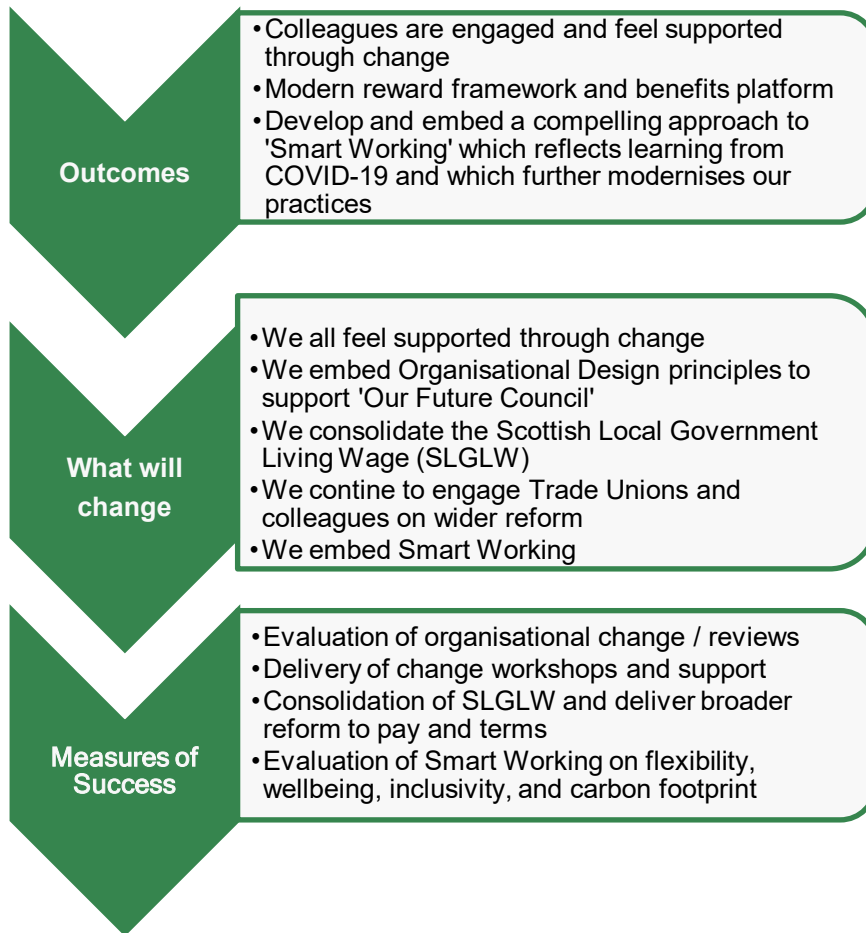
Looking after each other during change, ensuring our colleagues feel part of our organisation and making wellbeing a priority

Action 9: Organisational change

Change is outcome-focused, research-based, collaborative, and drives continuous improvement of outcomes and services.

Action 10: Wellbeing

Take a holistic and preventative approach to colleagues' mental, physical and financial wellbeing.



Action 11: Engagement and Enablement

Ensure our colleagues feel engaged and valued, have a voice and are listened to, and are able to access information and systems to make their working lives easier.



What happens next?

- We'll continue to embed our Managing Change Policy, guidance and support (went live in November 2019).
- We'll achieve approved budget savings through organisational reviews and VERA (where required).
- By 1 April 2021, we will have consolidated the Scottish Local Government Living wage into our pay framework and will have started work on looking at broader opportunities to reform pay and benefits.
- In readiness for August 2021 ('return' to offices) we will have developed and communicated guidance on 'Smart Working' options which support flexibility, wellbeing, work-life balance and which seek to reduce our carbon footprint.
- We'll continue with our wellbeing support for colleagues including: Employee Assistance and Occupational Health; Be Well to Lead Well and Change Readiness sessions; Virtual Wellbeing Roadshows. The approach we'll design for Smart Working will support this.
- By June 2021 we'll have launched our new Employee Benefits Platform and where we can, we'll continue to add more benefits.
- By the end of summer 2021 we'll have developed options for consideration to enable all employee access to systems and information.

Appendix 1

Our 2017-2020 People Strategy: Key achievements

An evaluation was undertaken (through focus groups and survey) to assess delivery against the commitments made in our previous People Strategy. There has been considerable progress in delivering the commitments made and much of this work lays strong foundations to move forward with our next chapter.

Building an agile and flexible workforce

Redesign and automate (as much as possible) our recruitment experience	✓ Ongoing
Design a new onboarding experience for colleagues and new leaders	✓
Develop a new Recruitment and Selection Policy, with new guidance and training	✓
Increase social media presence and engage in direct hire of candidates	✓ Ongoing
Readiness for planning for leaving the European Union	✓
Design and launch recruitment campaigns e.g. teachers	✓
Support the delivery of organisational reviews (including revised policy, process and guidance)	✓ Ongoing
Complete review of engagement of temporary workers	✓ Partially achieved (more work to be completed on workforce models in 2021)
Develop and produce workforce dashboard insight	✓
Write a new Managing Change Policy with new guidance and training	✓ Embedding
Develop and embed Workforce Planning	✓ Partially achieved (see Workforce Plan 2021-2024)

Developing people's skills and strengths

Coming together of our Wider Leadership Team and leader cohorts	✓ Ongoing
Inventory of all formal learning and development	✓
Launch of revised specific role-essential learning	✓

Launch of a new induction approach, welcome event, refreshed and engaging eLearning for all new employees	✓
Develop and launch onboarding for new leaders	✓
Review and develop revised exit interviews	✓ Developed (to be embedded 2021)
Develop our Leadership Framework including embedding 'Future, Engage, Deliver' for our leaders	✓ Embedding
Establish leadership ambassadors and early adopters for leadership development	✓
Leverage innovation and creativity to drive improvement	✓ Partially achieved in pockets (see Workforce Plan 2021-2024 actions)
Develop and launch a new Talent Programme	✓
Develop career paths	Further work required

Creating a great environment for delivery

Develop a new organisation-wide performance management framework, policy and learning	✓ Embedding
Develop a rolling programme to review all our employment policies	✓ Ongoing
Develop and agree a Diversity & Inclusion Strategy and Plan including publishing a full gender pay gap reports	✓
Developing our approach to reward and recognition	Some progress but ongoing work for 2021-22
Develop a holistic wellbeing strategy and plan	✓ Embedding
Procure and manage an Employee Assistance and Occupational Health platform	✓
Design and implement a new HR model and achieve cost savings	✓

Appendix 2 – Strategies and Frameworks for further context

In developing this People Strategy, a number of approved Strategies and Frameworks were considered to ensure due consideration and alignment.

- [Business Plan](#) – *Our Future Council, Our Future City 2021-2024*
- Strategic Workforce Plan (Policy and Sustainability Committee - April 2021)
- [Diversity and Inclusion Strategy and Action Plan](#)
- [Wellbeing Strategy](#)
- [Performance management framework](#)
- [Edinburgh Guarantee for All](#)
- [People Strategy and People Plan 2017](#)
- [Digital and Smart City Strategy](#)

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Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

Strategic Workforce Plan 2021-2024

Executive/routine Wards Council Commitments	Executive
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1. Recommendations

- 1.1. It is recommended that the Policy and Sustainability Committee approves the Strategic Workforce Plan for the period 2021-2024.
- 1.2. Whilst our People Strategy 2021-2024 describes our strategic workforce agenda, this Plan describes the further specific actions we will take as an organisation to address the gaps between our current workforce and the future workforce we need to deliver our Business Plan: *Our Future Council, Our Future City* during the same period. Additionally, it ensures we are focusing on building on the strengths and experience we have and making informed and timely decisions about our workforce.

Stephen S. Moir

Executive Director of Resources

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Human Resources Division, Resources Directorate

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2. Executive Summary

- 2.1 This report recommends a new 'Strategic Workforce Plan 2021-24' for approval, which extends to all of our workforce.
- 2.2 The Strategic Workforce Plan will ensure we address the gaps and maximise the strengths and opportunities in our current workforce, to deliver *Our Future Council, Our Future City* which sets out an ambitious agenda for the Council. The approval and publication of the Strategic Workforce Plan is further intended to address the findings of the recent Best Value Assurance Review of the Council, ensuring that we have a clear plan outlining the necessary capacity and capabilities needed by the Council over the same time horizon as our Council Business Plan.
- 2.3 The Plan also further builds on and is complemented by the Council People Strategy 2021-2024 which follows on from the previous People Strategy between 2017-2020.
- 2.4 Additionally, the Strategic Workforce Plan takes into account feedback from colleagues and key partners, such as our Trade Unions, both as a result of Covid-19 and how this has fundamentally changed how and where we work but, also in relation to broader changing expectations of our citizens and us as an employer.

3. Background

- 3.1 This Strategic Workforce Plan covers all of our employees and sets out what we will do over the next three years to ensure we can deliver the priorities and actions set out in our [Business Plan](#) *Our Future Council, Our Future City 2021-2024*. The Strategic Workforce Plan works in a complementary manner to the Council People Strategy 2021-2024. This ensures that our workforce capacity and capabilities, at all levels, is organised and focussed upon the delivery of our 3-year priorities as a Council:
 - Ending poverty and preventing adverse outcomes such as homelessness and unemployment;
 - Making sure wellbeing and equalities are enhanced for all; and,
 - Becoming sustainable and a net zero city.
- 3.2 Additionally, given changing citizens' expectations, the changing nature of work and the workplace and, ongoing pressures on financial resources, this mean we need to ensure we strengthen our focus and take further proactive steps to ensure we engage and support our colleagues to work differently and to ensure they are deployed accordingly and have the skills, knowledge and mindset to deliver.
- 3.3 This needs to be supported by a reinforced determination to further develop our culture, building on our strengths and sharpening our focus on areas needing

improvement. This will happen through the delivery of our People Strategy 2021-2024 and underpinned by delivering the actions within this Strategic Workforce Plan.

4. Main report

- 4.1 This Strategic Workforce Plan 2021-2024 cover all of our workforce and sets out what we will do over the next three years to ensure we can deliver the priorities and actions set out in our [Business Plan](#) *Our Future Council, Our Future City 2021-2024*:
- 4.2 The following strategic themes have been identified, against which we will track progress and measure our delivery and success;
- Planning for changes in our workforce profile;
 - Organisation and service design;
 - Engaging and supporting colleagues with change;
 - Developing leaders for Our Future Council;
 - Investing in closing the gap in our workforce skills and capabilities; and,
 - Equipping our workforce for digital transformation.
- 4.5 The actions committed to in this Strategic Workforce Plan are both strategic and tactical in nature and as such, span short, medium and longer-term timeframes. The plan also incorporates relevant actions and content which relates to recent Audit Scotland reports, such as *Digital Progress in Local Government*, which specifically identified issues for all Scottish Local Authorities about the need to align the Workforce Plan with the Council's Digital and Smart City Strategy.
- 4.6 Progress will be monitored and reported using the emerging Planning and Performance Framework and we will ensure that this Plan evolves as we deliver upon our actions and to accommodate the necessary agility and flexibility that will be required during the period of this plan.

5. Next Steps

- 5.1 Subject to the approval of the Policy and Sustainability Committee, work will develop a programme of work to deliver the action plan, in conjunction and alignment to delivery of People Strategy 2021-2024.
- 5.2 Additionally, we will start work to ensure that colleagues have visibility and understanding of this plan and the implications for all.

6. Financial impact

- 6.1 All programmes of work proposed within the People Strategy will be managed within existing and approved budgets, both within the HR Division and Directorates.

7. Stakeholder/Community Impact

- 7.1 Engagement on the content of the workforce plan has been informed by a survey of the Wider Leadership Team, discussions with the Corporate Leadership Team and through direct discussion with the trade unions.
- 7.2 An Integrated Impact Assessment has been undertaken and will be published.

8. Background reading/external references

- 8.1 [Business Plan](#) – Our Future Council, Our Future City 2021-2024
- 8.2 People Strategy 2021-2024 (Policy and Sustainability Committee 20 April 2021)
- 8.3 [People Strategy and People Plan 2017](#)
- 8.4 [Diversity and Inclusion Strategy and Action Plan](#)
- 8.5 [Wellbeing Strategy](#)
- 8.6 [Performance management framework](#)

Appendices

- 9.1 Appendix 1 – Strategic Workforce Plan – 2021-2024

Our Future Council Strategic workforce plan

2021 - 2024

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Our strategic context

Residents of Edinburgh have been telling us about the kind of city they want Edinburgh to be now, and in the future. The [2050 City Vision](#) may be looking decades into the future, but to make it happen, we are planning for it now. In February 2020 a [Change Strategy update](#) outlined our achievements to date and how we will continue to deliver the best possible services for the people of Edinburgh, whilst managing risks in our revenue and capital budget framework.

In March 2020, along with the rest of the UK, the city went into lockdown due to the COVID-19 pandemic and meant we had to face into enormous challenges that none of us could ever have predicted.

Whilst we continue to respond to the pandemic, our Business Plan 2021-2024 lays out 'Our Future Council, Our Future City' responding to residents' feedback that they want Edinburgh to become a sustainable, fair, and thriving city. This Business Plan

marks an exciting new opportunity for us to design, engage and transform our workforce to stay true to our commitments to end poverty, to become a net zero city by 2030, and to improve the wellbeing of our whole city.

This means we need to work differently to deliver these priorities in a way that is financially sustainable. It requires us to be more agile, more empowering of others and more connected to our citizens lives and communities. It means structuring and delivering services differently, whereby citizens feel listened to and, feel that their Council is always on their side. This will be a new way of working for all parts of our workforce.

This Workforce Plan, which underpins our **People Strategy 2021-2024 (Our Future Council)**, seeks to ensure we can deliver on our ambitions by making informed and timely decisions about our workforce.

OUR PEOPLE STRATEGY 2021-2024



Our **People Strategy** sets out what we our workforce can expect from us as their employer and, what we expect from our workforce to ensure we can deliver the priorities and actions set out in Our Future Council; Our Future City.

We have identified three strategic themes, which underpin what we do and how we measure our success.

- **Living our behaviours** – Continue to develop a culture of inclusion, respect and belonging through being clear on the expectations we have for each other in how we'll behave in everything we do.
- **Maximising our capacity and performance** – Ensuring we're recruiting and developing colleagues with the skills, knowledge, experience & behaviours needed to deliver our priorities.
- **Enhancing our colleague experience** – looking after each other through change, ensuring our colleagues feel part of our organisation and, making our wellbeing a priority.

Our current workforce

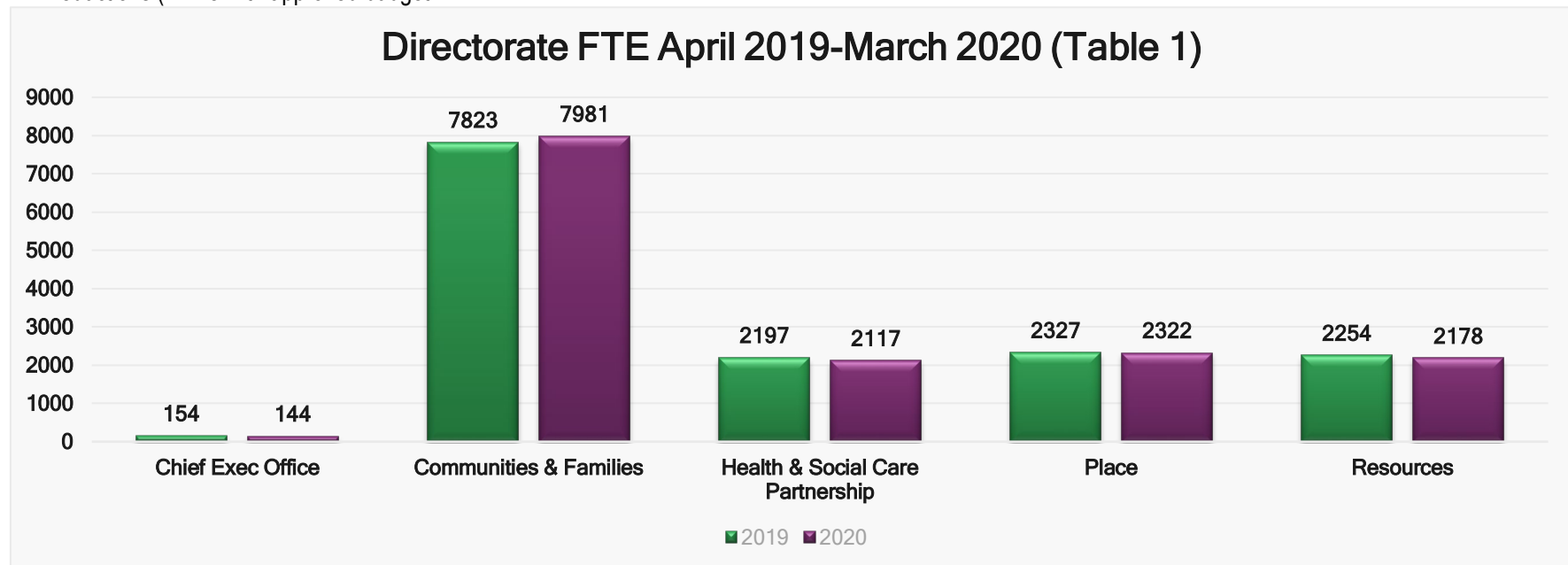
(Data as at April 2019-March 2020 unless otherwise stated.)

An analysis of our workforce provides the following high-level insight¹

Permanent workforce

- In 2019/20 our basic salary costs decreased by £1.8 million from £444.3 million to £442.5 million. The cost of our permanent workforce accounts for 45% of our revenue budget (2019/20 £965m). Our Directorates saw cost reductions (in line with approved budget savings and efficiencies) except Communities and Families which experienced an investment of £3 million. This predominately related to education roles e.g. the expansion of early years provision.
- We employ in the region of 19,000 colleagues, approximately 14,880 full time equivalents (FTE), across our five Directorates (see Table 1).

Directorate FTE April 2019-March 2020 (Table 1)



¹ Finance and Resources Committee Workforce Dashboards and Annual Workforce Controls Report

- On average just over 10,000 FTE are Local Government Employees (LGE) with the majority of the balance employed as teaching staff. A small population of Chief Officials and Craft worker employees are also included in these figures.

Grade (Local Government Employees)	Headcount	% of workforce
LGE GR1	403	2.65%
LGE GR2	1112	5.90%
LGE GR3	3144	16.88%
LGE GR4	2854	15.32%
LGE GR5	1935	10.39%
LGE GR6	1384	7.43%
LGE GR7	1369	7.25%
LGE GR8	730	3.92%
LGE GR9	255	1.37%
LGE GR10	132	0.71%
LGE GR11	31	0.17%
LGE GR12	37	0.20%

Grade	Headcount	% of workforce
Craft 4	19	0.10%
Craft 5	39	0.21%
Craft 6	184	0.99%
Craft 6 (App)	20	0.11%
Main Grade Teachers	4615	24.77%
Education (other)	164	0.88%
ITS (No Grade)	93	0.58%
Chief Officers	18	0.10%

- Typically, we see year on year seasonal headcount variations in our workforce numbers (permanent and flexible), primarily driven by major Cultural events (e.g. Edinburgh’s Festivals, Christmas and Hogmanay), winter weather and summer recess/new contracts for teaching staff at the start of new school terms.
- We have a relatively consistent rate of employee turnover of around 13% (13.6% in 2018/19 and 12.9% in 2019/20). For the period April 2019 to March 2020, 1,249 colleagues left the employment of the Council and we recruited 1,311 new colleagues; the cost of new starters was £29.7 million compared to £34.5 million for leavers.
- Workforce trends should also be considered in the context of significant organisational restructuring and release of employees through voluntary redundancies and voluntary early release arrangements (VERA), working within a clear Political Commitment of no compulsory redundancies.

Flexible workforce

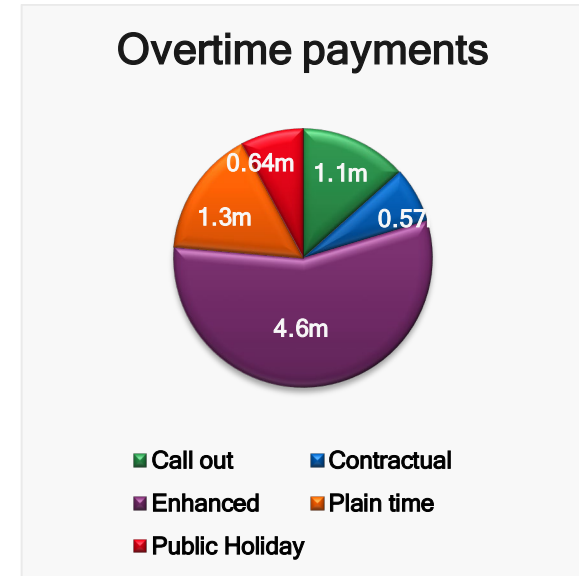
- In addition to our permanent workforce establishment we utilise a flexible workforce which includes casual, supply and agency workers, and the payment of overtime.
- Our total agency spend for April 2019 to March 2020 was £19.4 million (89% of this was with our primary/contracted suppliers and the balance with off-contract suppliers) with an average monthly cost of £1.62 million, equivalent to 556 FTE per month. This compares to a spend of £22.1 million in 2018/19.
- Our top three agency roles in 2019/20 (primary supplier) were:
 - Waste and cleansing- £2.5 million
 - Drivers - £2.2 million

And roles in:

 - Customer Contact & Business Support - £1.3 million
- The total cost of overtime for this period was £9.5 million, compared with £9 million in 2018/19, representing a monthly average equivalent of 236 FTE. 47% of this spend was within our Place Directorate, with additional workforce required at key periods e.g. Edinburgh

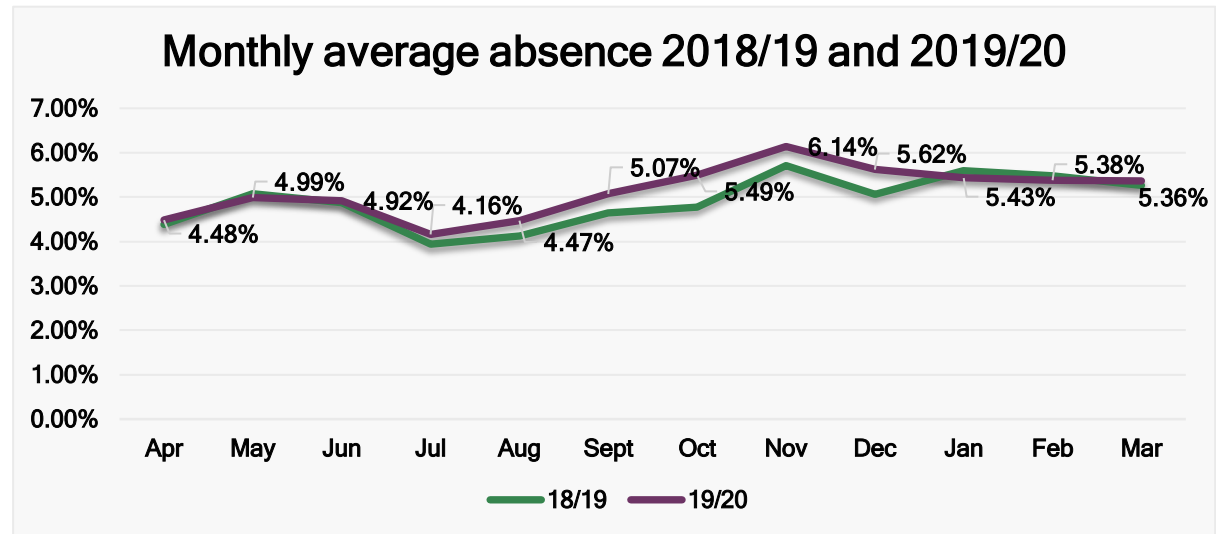
Festival Market and to cover colleague absence.

- Additionally, we engage casual workers for specific work e.g. shifts in our cultural venues.



Colleague wellbeing and absence


- Over the 12-month period our organisation lost a total of 170k working days to absence which is the equivalent of 756 FTE, with a notional cost of £22.7m. The rolling absence rate for the 12-month period was 5.28%.
- We have ongoing underlying trends relating to colleague absence with just over 67% relating to long-term absence (with the top reason, 44%, relating to stress, depression, mental health and fatigue syndromes) and just over 33% relating to short-term absence (with the top reason of 27% relating to infections).
- Additional workforce costs for agency and overtime should be considered in the context of current absence levels and the impact of colleague absences.




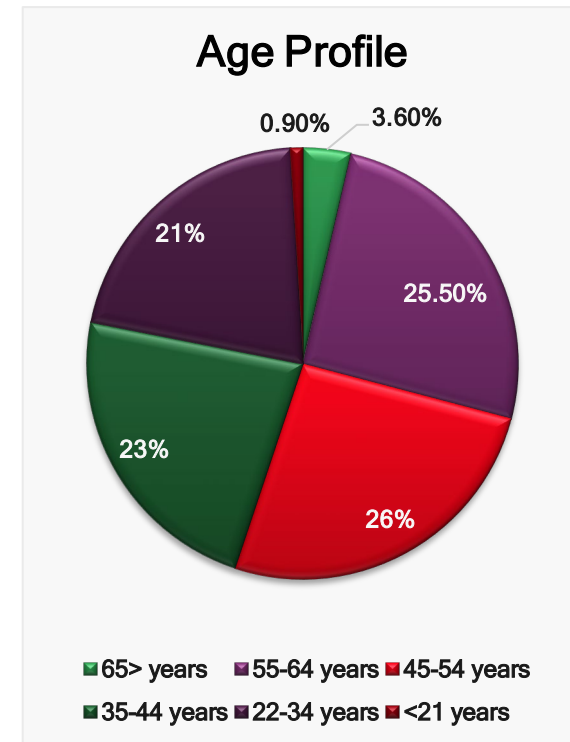
Diversity

- Half of our workforce are aged 45 and over (55.1%) with less than a quarter of employees under 34 (21.9%).
- There are currently 114 Modern Apprentices and 11 Graduate Apprentices employed by the City of Edinburgh Council. 243 employees have completed their Modern apprenticeship with us since 2009 with more expected to graduate before the end of this financial year. Whilst our budget gap and COVID-19 is placing demands on budget/roles available, we will build into our approach to organisation reviews and Workforce Plans the ambition to increase this representation closer to 1% of our workforce.
- 88% of the workforce self-classify as white and 12% as Asian, Black and other. These demographics are not representative of our most senior grades (9-12) and Chief Officers.

We recognise that we have significant under reporting by colleagues on their **equalities data**. In 2020, we started a 12-18-month campaign to encourage colleagues to self-report, which will help us to understand and respond to our workforce profile and dynamics.

Male: 30%	
Full time	82%
Part time	18%

Female: 70%	
Full time	48%
Part time	52%



Our mean gender pay gap² for full time employees is 4.1% (as at October 2020) down from 4.8% in 2018 i.e. for every £1 a male earns a female employee earns 96 pence.

For a part-time employee this equates to £13.60 (mean average hourly rate) or £10.80 (median average hourly rate) compared with a male full-time mean average hourly rate of £16.99 or median £15.12.

Mean average hourly: full time employees

Female	Male	Gap
£15.65	£16.32	4.1%

Mean average hourly: part time employees

Female	Male	Gap
£13.60	£16.99	20.0%

For colleagues under the age of 40 the average pay of men is lower than the average pay of women. Whereas in contrast the mean gap for those colleagues over the age of 40 is 7% and the median gap is 11%.

Mean average hourly rate: under 40 years

Female	Male	Gap
£15.86	£15.52	-2.2%

Median average hourly rate: under 40 years

Female	Male	Gap
£14.90	£14.48	-2.9%

Mean average hourly rate: 40+ years

Female	Male	Gap
£15.53	£16.70	7.0%

Median average hourly rate: 40+ years

Female	Male	Gap
£13.26	£14.90	11.0%

We currently have just over **1,200 EU/EEA** colleagues employed and whilst we don't know how the departure from the EU will affect us in the long-term, we have seen no short-term negative effect on colleagues from the EU joining us to date or affecting turnover.

Top 5 EU / EEA Countries	Colleagues
Poland	382
Ireland	271
Spain	180
Greece	78
Italy	77

Trade Unions – working together in partnership with our recognised trade unions is a critical part in how we work as an organization, ensuring members are appropriately represented and consulted with.

Union	FTE
Unison	4.55
Unite	1.43
GMB	0.33
EIS	1.00

² The City of Edinburgh Council, Gender Pay Gap Report, October 2020 (Policy & Sustainability Committee)

Our Future Council

We spent most of 2020 facing up to enormous challenges that none of us could ever have predicted.

The global pandemic brought immense change and a great deal of uncertainty. It also shone a light on

the health of our people and planet, as well as underlining the need to protect and support the most vulnerable in society.

Now, even as we continue to deal with the pandemic and all its challenges, we need to plan for a fair and green recovery of our city.

Our residents have told us they want Edinburgh to become a sustainable, fair and thriving city.

Now, more than ever, we must stay true to our commitments. We must build on our successes as a capital city with clear focus on delivering our three priorities over the coming years:

- Ending poverty and preventing adverse outcomes such as homelessness and unemployment
- Making sure wellbeing and equalities are enhanced for all
- Becoming sustainable and a net zero city

These ambitions have far reaching implications for our workforce. This will mean new ways of working for all parts of our organisation.

- a new relationship between the Council and our colleagues,
- the people using our services,
- with our partners in the third and private sectors and
- across other public agencies.

We will need to work differently to deliver our priorities and those of the Edinburgh Partnership in a way that is financially sustainable.



To achieve our strategic priorities as agreed in 'Our Future Council', requires a further evolution in the culture of the organisation. We must focus on empowering our colleagues and involving them in changes at a much earlier stage, as well as being honest about the impact of change on our teams and services. And it requires a culture that is more inclusive, where people feel safe and able to raise concerns and potential risks, knowing that they will be responded to fairly and effectively.

Whilst we have made progress on our journey of organisational change, the scale of future transformational change required is acute and extremely challenging, particularly against the backdrop of budget

challenges which will ultimately mean a reducing workforce.

Closing the gaps in our budget for this year and future years will mean reprioritising our services and reforming how we operate.

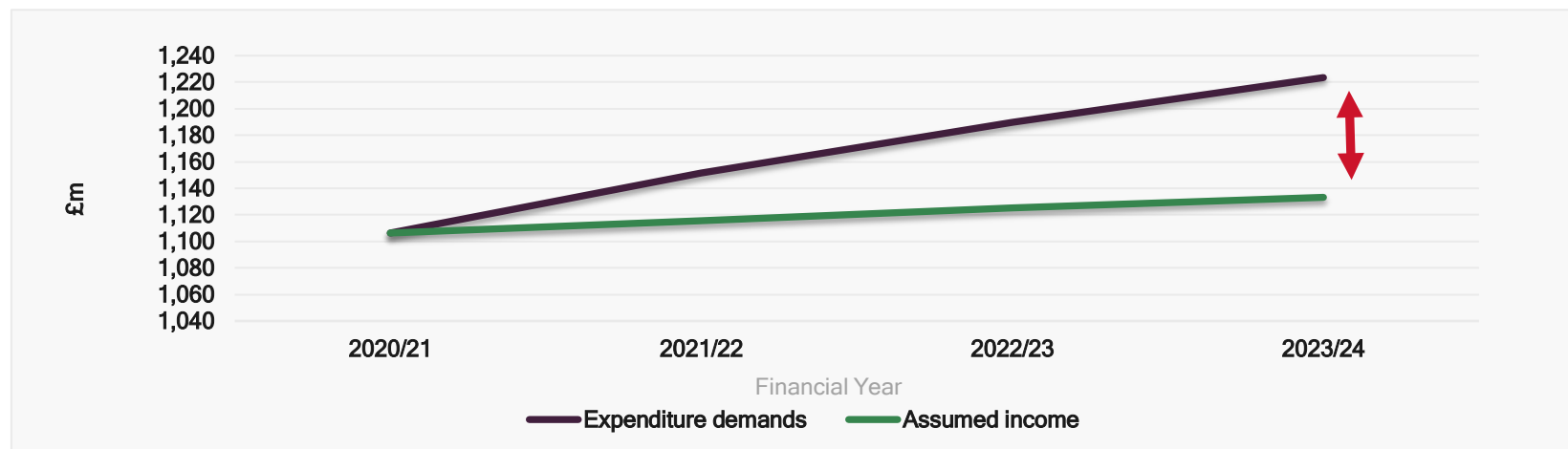
This means that for the 2021-2022 budget we will be taking forward a number of short-term measures to help us deliver our pandemic responses, while also balancing our financial position and preparing for broader reform and major changes to services from 2022 onwards.

We will ensure what we do supports the successful delivery of our strategic ambitions through several strategic and

tactical actions which span short, medium and longer-term timeframes.

Given this backdrop, whilst structural reform is clearly necessary, change cannot stop at our structures and processes alone. We need to move from aspects of our culture which we currently hold in high value - but which ultimately hold us back from transformation - to develop a culture of adaptability, trust, and empowerment.

We will ensure what we do supports the successful delivery of our strategic ambitions through several strategic and tactical actions which span short, medium and longer-term timeframes.



How we will deliver our Future Council

Our **Business Plan** sets out our strategic priorities, and our People Strategy, underpinned by this Workforce Plan will ensure our workforce are best placed to deliver for our City and service users.

Our **People Strategy 2021-2024** (Our Future Council), details the strategic people agenda required to develop our culture, and is organised under three strategic themes – Living Our Behaviours; Maximising our Capability & Performance and; Enhancing our Colleague Experience.

Planning for changes in our workforce profile

As a result of the significant level of organisational change we will experience as an organisation over the next four years, we expect the profile of our workforce to change considerably and have identified the following strength, weaknesses, opportunities and threats:

Strengths and opportunities	Weaknesses and threats
Growth in areas of workforce in line with strategic outcomes e.g. investment in our schools within our 10-year Capital Investment Programme.	An overall reduction in our permanent headcount in response to managing our financial position, without a corresponding reduction in service delivery/expectations.
Opportunities for repurposing, upskilling colleagues to mitigate against redundancy but to support areas of growth	A loss of corporate knowledge due to colleagues leaving (organisational reviews and turnover).
An anticipated reduction in the engagement of agency workers in line with our reducing budget position, with the potential for some permanent opportunities created.	We continue to experience national, regional & local job market dynamics. We have taken steps, to build our direct recruitment capability for 'hard to recruit' roles e.g. Health and Safety, Finance, some teaching roles (for specific subjects/schools), Engineers, Procurement. Change/Project Managers and Legal.
Opportunities to review future workforce models options for casual workers e.g. culture venues.	We have worked hard to anticipate any potential impacts of leaving the European Union and have mitigated risks to date, but any future potential impacts remain unquantified at this time.
Opportunity to develop and embed Workforce Plans as part of our Organisational Change approach i.e. at the point of service design.	To secure budget to deliver on our commitment to increase the % of our workforce made up of modern apprenticeships, graduate trainee schemes and, to take further steps to support Corporate Parenting Internships.

Strengths and opportunities	Weaknesses and threats
A digital learning platform (summer 2021) to include all learning and development resources.	Our ability to offer suitable redeployment opportunities for colleagues who choose not to take redundancy.
Continued progress to take targeted actions to further attract and retain a diverse workforce that reflects, and can respond to, the diverse needs of the citizens of Edinburgh.	Our consistent high levels of absence related to stress, depression and mental fatigue coupled with appropriate support for our multi-generational and ageing workforce (especially in manual roles).
Our comprehensive flexible working options.	Sufficient budget and resources to address all skills and capability gaps.
Making supporting colleagues with their wellbeing a priority.	Our multi-generational workforce with differing needs, including 50%+ of our workforce aged 45 and over.
An analysis of Learning and Development demand providing an annual forecast for planning purposes.	A lack of integrated/automated systems (Finance, HR and Agency framework) which create challenges for in-depth workforce planning.
Learning from our experiences during covid, & colleague survey feedback, the opportunity to rethink 'future ways of working'.	To maximise 'future ways of working' require a marked change in culture and mindset.

The dynamics identified above, require us to be considered about the steps we need to take in the short, medium and longer term to mitigate risks and threats and to maximise the strengths and opportunities we undoubtedly have. The Action Plan (page 16 onwards) describes the breadth of actions we will take to do this.

Organisation and Service Design

Over the lifetime of this workforce plan, there will be a significant degree of organisational change, both in structures but also more importantly in how we work, as we design 'Our Future Council'.

Our short-term focus will be on delivering pre-approved workforce savings which require an immediate delivery of circa £0.5 million in 2020/21, coupled with ongoing plans to close the further anticipated budget gap 2022/24. All aspects of organisational change and design need to be fully aligned with the work we will commence in 2021 to design 'Our Future Council' to ensure we're able to deliver on the priorities in our Business Plan.

The extent of change, and the pace required, cannot be underestimated.

To achieve true alignment to our strategic agenda, whilst addressing forecasted funding reductions, we will undertake strategic appraisals of options when considering what services to provide and how to deliver them³. Such thinking will consider models of best practice, collaborative working with communities and partners, and embedding the skills and mindset we need.

This will include:

- an immediate requirement for Voluntary Early Release Arrangements (VERA) to achieve pre-approved savings in 2021/22 and subsequent VERA exercises in 2021/22;
- a review of senior management structures to be clear on our intent to design our organisation from the top down to deliver our Business Plan commitments;
- undertaking a number of service-led reviews which address both savings requirements and steps towards building stronger strategic alignment;
- working in collaboration with the Edinburgh Partnerships to integrate aspects of prevention work across our organisation (whether that be by structural change or breaking down silos);
- a review of enabling levers including Smart and Digital City, our asset model and, our three lines of defence model (and embedding 1st line capability and capacity) ensuring integration (through our change portfolio reporting) with our

strategic priorities of Prevention, Sustainability and Wellbeing;

- working with the third sector to move away from a procured services model and into a relationship-based approach to commissioned services as advocated by the Edinburgh Poverty Commission;
- empowering and involving local communities in designing and delivery local services for their neighbourhoods ('20-minute neighbourhood' in all parts of the city).

Furthermore, we will sharpen our focus on building in the required skills, knowledge and experience to support our transformation including using new technologies, collaboration and community engagement and empowerment. To accelerate closing our current gap in relation to digital and technologies, we will explore the feasibility of creating 'connector' roles, where colleagues can provide a bridge between digital and service teams, to ensure both a technical and service viewpoint is incorporated during service redesign.

³ Accounts Commission, How Councils work - Options appraisal: Are you getting it right? 2014

This level of organisational change poses a number of risks for us to deliver the level of change required and at the pace needed which we will need to address including; capacity of change; the engagement and wellbeing of our colleagues; the inability to change; a lack of budget to invest in redesign and; an acceptance to move to multi-skilled/generic roles to respond to service user expectations and needs.

To mitigate against these risks, we will:

- be clear on the knowledge, skills and experience we need of our leaders to deliver 'Our Future Council';
- continue to embed our 'Managing Change Policy', guidance and support (which we commenced implementation of at the end of 2019). At the heart of this policy is to ensure that change is outcome focused with clear vision and purpose; well informed and evidence based; shaped through engagement and meaningful stakeholder engagement; co-designed and collaborative and iterative with a focus on continuous improvement;
- ensure that there is the required level of governance with each business case for organisational change/redesign being scrutinised and challenged at the relevant Adaptation and Renewal Officer Working Group and ultimately the Change Board.

Engaging and supporting colleagues with change

We recognise that whilst change might require service redesign or review of structures, it's critical that we also acknowledge that change can also take the form of continuous improvement, different ways of working and/or a change in mindset and behaviours.

Recent years, including the global pandemic, have brought immense change and a great deal of uncertainty for organisations and the impact on workforce wellbeing and resilience cannot be underestimated. We will work harder to ensure that colleagues understand, and are engaged with, the Commitments in our Business Plan and that our workforce is clear on our priorities, is focused on outcomes and is supported by effective leadership. Crucially we will continue to offer Change Readiness workshops for all our leaders.

We will ensure we continue to work with our Trades Unions, and individually with colleagues, proactively engaging with the 'why' of change, in an honest and transparent way - even if the messages are hard. We need to ensure that regular and structured mechanisms are in place to consult and engage with all colleagues, and we need to understand and act on the views of our colleagues. Giving them ownership of change programmes is key to

driving engagement and supporting colleague wellbeing during change.

Developing leaders for 'Our Future Council'

We expect all our leaders will be role models of our organisational behaviours and are confident and empowered to deliver our strategic ambitions.

We will continue to embed our leadership approach 'Future, Engage, Deliver' supported by our Leadership Framework during 2021 and beyond. This will be supported by the implementation of a new digital learning platform in the summer of 2021 which provides the opportunity to change the learning experience for our leaders and colleagues.

In addition to leadership development, we will support senior leaders in ensuring they have the right knowledge, skills and support to:

- design, develop and deliver effective services in the future,
- drive our digital agenda,
- understand what our vision for a net zero city means (including carbon literacy),
- use agile working methods and automation.

The Corporate Leadership Team will complete talent assessments and succession planning for our most senior

roles (tiers 2 and 3). This will inform individual development plans, identify areas of strength and gaps in our leadership population, will enable us to accelerate the development of talent and will support a more diverse profile at our most senior levels.

Investing in closing the gap in our workforce skills and capabilities

We have an annual corporate budget of circa £700,000 for spend on training and development. A proactive annual analysis provides the level of demand, by service area and type of learning demand which enables proactive planning of supply.

A mapping exercise was completed in 2020 which identifies all role-specific learning for our front-line employees, providing clarity and a structured approach to learning for these roles. Additionally, we will make sure colleagues have access to a range of self-directed learning resources and that we're clear on the expectation that colleagues take responsibility for their learning to further develop (70% experiential learning, 20% social learning and 10% formal training). 2020 has seen a significant uptake, unsurprisingly, of digital learning and drop-in sessions (lunch and learns and virtual roadshows) and this is a trend we will continue to optimise.

To deliver the extent of transformational change needed, we recognise that we need to further grow and close gaps in relation to the following skills, knowledge and experience:

- commerciality
- leading and managing change
- facilitation and mediation
- environmental and carbon literacy
- project and programme management
- leading teams
- supporting resilience
- equality consultation and citizen empowerment
- financial acumen
- performance language & literacy
- service design and business analysis
- agile working methods and process reengineering and intelligent automation.

Equipping our workforce for digital transformation

In addition to the skills, knowledge and experience required, we recognise the current barrier we have in relation to insufficient digital skills. Whilst we have aspects of digital learning in place, we recognise that we need to conduct colleague skills surveys where required to

better understand what digital and data skills are needed.

However, this is against a backdrop of available resources (money and people) and challenges we face in relation to accessibility of systems and data for some of our colleagues and the age demographic of our workforce. That said, we have a number of pilot projects in place which have the ambition of increasing flexible and mobile working, allowing colleagues to access real-time data for services such as social care, housing repairs and waste management. ([Digital and Smart City Strategy](#))

As new technologies continue to be rolled out across the Council, we will continue to ensure that early adopters work collaboratively together - sharing learning, best practice, and creating learning materials (recent example is SharePoint).

We will ensure that we continue with representation of people from service teams on the governance boards of digital programmes to support knowledge transfer and share lessons between different parts of our organisation. Going forward, workforce plans (developed as part of organisational change) will include detail on the required skills and job roles needed to support digital transformation.

Strategic workforce action plan

Planning for changes in our workforce profile

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
<p>Development of workforce plans</p> <p>a For Customer; Property and Facilities Management; Waste; Housing; Culture; Education.</p> <p>b Are developed as part of organisational reviews</p>	Heads of Service	Core Services are maintained or improved; people can access the support they need; expand and deliver flexible early years provision; continue to invest in our schools with our learning estate investment programme; provide high quality services in local communities; contribute to the stabilisation and retention of the city's world class cultural offer; make better use of the council estate and resources to meet our strategic priorities.	<p>Resourcing and Talent</p> <p>Organisation change</p> <p>Engagement and Enablement</p>	Ongoing (at point of review)
Knowledge transfer in place for leavers following org reviews	Chief Executive / Senior Responsible Officers for Reviews	Core services are maintained or improved; provide high quality services in communities.	Organisation change	Ongoing
Expand breadth of recruitment channels to support increased diversity and utilising social media and direct recruitment channels for hard to recruit roles	HR	Core services are maintained or improved; continue to provide apprenticeships; expand the Edinburgh Guarantee to support more citizens into positive destinations; provide high quality services in communities.	<p>Diversity and Inclusion</p> <p>Resourcing and Talent</p>	2020 ongoing
Ongoing analysis of EU exit on workforce	HR	Core services are maintained or improved; provide high quality services in communities.	<p>Resourcing and Talent</p> <p>Diversity and Inclusion</p>	2020-2022

Commitment to Edinburgh Guarantee/ Apprenticeships	Directorates / Divisions	More residents experience fair work and the living wage; core services are maintained or improved; continue to invest in early help and support for young people; continue to provide apprenticeships	Resourcing and Talent Diversity and Inclusion	2021 onwards
Delivering our Diversity and Inclusion Strategy and Plan	HR Leaders Colleagues	More residents experience fair work and receive the living wage; support more citizens into positive destinations; support the Edinburgh Slavery and Colonialism Legacy Review Group; provide high quality services in communities.	Our Behaviours Diversity and Inclusion Resourcing and Talent Learning Leadership	2020-2024
Enhancing and embedding flexible working options and ways of working post-COVID	HR	Core services are maintained or improved; on track to deliver new prevention service models; expand and deliver flexible early years provision; people can access the support they need in the place they live; provide high quality services in local communities; create and maintain safer walking and cycling routes which make on-foot, or by bike the easiest choice of getting around the city; deliver the City Plan 2030; provide high quality services in communities; make better use of the council estate and resources to meet our strategic priorities.	Diversity and Inclusion Resourcing and Talent Learning Leadership Performance Management Organisation change Wellbeing Engagement and Enablement	2021 ongoing
Implementation of new digital learning platform	HR	On track to deliver new prevention service models; people-focused services aimed at preventing poverty; work with partners and citizens to deliver a 2030 City Sustainability	Learning Engagement and Enablement Wellbeing	Q3 2021

		Strategy; develop a Council Emissions Reduction Plan that focuses on our own organisational emissions; deliver the city plan 2030; provide high quality services in communities.	Leadership	
Ongoing annual supply/demand for role related learning	Heads of Service (facilitated by HR)	Create a new prevention service model for people-focused services; on track to deliver new prevention service models; core services maintained or improved; embed the three-conversations model; provide high quality services in communities.	Learning Performance Management	Annually
Developing our insight into workforce equalities profile	All colleagues HR	Positive destinations; reducing the poverty-related attainment gap; on track to end poverty in Edinburgh by 2030.	Diversity and Inclusion Our Behaviours	Q4 2020 onwards

Organisation and Service Design

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
Develop and embed structures and ways of working aligned to our Business Plan including Prevention, Wellbeing and Sustainability, and enabling levers	Corporate Leadership Team (CLT)	All outcomes	Organisation change	2021-2023
	Heads of Service		Leadership	
			Wellbeing	
			Resourcing and Talent	
			Learning	
Engagement and Enablement				
Develop a detailed plan of the skills, capabilities and	CLT	All outcomes.	Learning	H2 2021

experience needed to deliver Business Plan Outcomes	Heads of Service		Leadership Engagement and Enablement Organisation change Wellbeing	
Engage colleagues with our strategic direction (Business Plan) and 'Our Future Council'	Executive Directors Heads of Service Leaders	All outcomes.	Our Behaviours Organisation change Engagement and Enablement	Q2 2021 onwards
Deliver on pre-approved savings and wider organisational reviews	Executive Directors Heads of Service	On track to deliver new prevention service models; provide high quality services across the city; core services are maintained or improved; make better use of the council estate and resources to meet our strategic priorities.; utilise the facilities in local communities to support the delivery of the new service delivery models.	Organisation change Leadership Resourcing and Talent	2021-2023
Review our organisational design principles ensuring alignment with our Business Plan	HR	All outcomes.	Organisation change	H1 2021
Ensuring org change governance is adhered to, specifically Business Cases and Change Board	Senior Responsible Officers	On track to deliver new prevention service models; provide high quality services across the city; core services are maintained or improved; make better use of the council estate and resources to meet our strategic priorities.	Organisation change	Ongoing (at the point of service review)

Develop options for casual workforce model	HR	Provide high quality services across the city; core services are maintained or improved; commitment to Fair Work.	Resourcing and Talent Organisation change	Q4 2021
Change readiness workshops for leaders	HR	Provide high quality services across the city; core services are maintained or improved.	Leadership Organisation change Engagement and Enablement Wellbeing	Ongoing
Consolidate Scottish Local Government Living Wage	HR	Provide high quality services across the city; core services are maintained or improved; more residents receive fair work and receive the living wage; work with living wage foundation to establish Edinburgh as a living wage city.	Organisation change Resourcing and Talent	H2 2021
Engage TUs and workforce to develop proposals on wider reform to pay and terms to better support service design and delivery	CLT HR Heads of Service	Provide high quality services across the city; core services are maintained or improved; more residents receive fair work and receive the living wage.	Organisation change Leadership	H2 2021-2022

Engaging and supporting colleagues with change

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
Continuing to embed our 'Managing Change' policy	HR	Provide high quality services across the city; core services are maintained or improved; on track to deliver new prevention service models; on track to deliver our 2030 net zero target; utilise	Organisation change Engagement and Enablement	2020-2024

		the facilities in local communities to support the delivery of the new service delivery models.		
Provision of change readiness workshops for leaders	HR Heads of Service Leaders	Provide high quality services across the city; core services are maintained or improved; citizens are engaged and empowered to respond to climate emergency; on track to deliver new prevention service models; on track to deliver new prevention service models; on track to deliver our 2030 net zero target.	Organisation change Wellbeing Learning Engagement and Enablement	2021 – Ongoing
Engaging colleagues with our journey of change	Communications Heads of Service Leaders	Provide high quality services across the city; core services are maintained or improved; citizens are engaged and empowered to respond to climate emergency; on track to deliver new prevention service models; on track to deliver new prevention service models; on track to deliver our 2030 net zero target.	Organisation change Our Behaviours Engagement and Enablement Learning Wellbeing	Ongoing
Working in partnership with our Trades Unions	HR Leaders	Provide high quality services across the city; core services are maintained or improved; on track to deliver new prevention service models; on track to deliver new prevention service models; on track to deliver our 2030 net zero target.	Organisation change Engagement and Enablement	Ongoing
Ongoing support for colleagues on redeployment	HR Line Managers	Provide high quality services across the city; core services are maintained or improved.	Organisation change Wellbeing Learning	Ongoing

Continued provision of wellbeing support for all colleagues (Employee Assistance Programme, Occupational Health, Wellbeing roadshows, wellbeing digital content & support etc)	HR	Provide high quality services across the city; core services are maintained or improved; provide prevention service models; create and maintain safer walking and cycling routes which make on-foot, or by bike, the easiest choice for getting around the city; work with Edinburgh Leisure to provide accessible and affordable leisure services.	Wellbeing Organisation change Performance management Engagement and Enablement	Ongoing
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Developing leaders for 'Our Future Council'

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
Once designed embedding our Purpose and behaviours in leadership recruitment and development	HR CLT Heads of Service Recruiting managers	On track to deliver new prevention service models for people focused services aimed at preventing poverty; deliver people centred income maximisation, family and household support services; embed citizens voices in the design of approaches to end poverty; put community empowerment and engagement at the heart of our approach to sustainability; provide high quality services in local communities; core services are maintained or improved; people can access the support they need in the place they live and work.	Our behaviours Engagement and Enablement Wellbeing Performance management Leadership Learning Diversity and Inclusion Resourcing and Talent Organisation change	2022-2023
Design and deliver talent programmes	HR / CLT	Provide high quality services in local communities; core services are maintained or improved;	Resourcing and Talent Learning	2020-2024

			Leadership Diversity and Inclusion	
Develop succession plans for WLT	HR / CLT	Provide high quality services in local communities; core services are maintained or improved.	Resourcing and Talent Diversity and Inclusion Leadership	Q4 2021
Embedding our leadership framework	HR Heads of Service	On track to deliver our 2030 net zero target; on track to end poverty by 2030; on track to deliver new prevention service models; provide high quality services in local communities; core services are maintained or improved.	Leadership Our Behaviours Wellbeing Organisation change Performance management Learning Engagement and Enablement	Q3 2021-2024
Continuing our New Leader Induction and development	HR Heads of Service	Provide high quality services in local communities; core services are maintained or improved; on track to deliver our 2030 net zero target; on track to end poverty by 2030; on track to deliver new prevention service models.	Leadership Learning Engagement and Enablement Our Behaviours Diversity and Inclusion Organisation change Performance management	2020 ongoing

Develop and launch our new Managers Essentials' programme	HR Early adopters	Provide high quality services in local communities; core services are maintained or improved; on track to deliver our 2030 net zero target; on track to end poverty by 2030; on track to deliver new prevention service models.	Leadership Learning Engagement and Enablement Our Behaviours Diversity and Inclusion Organisation change Performance management	Q4 2021 onwards
Identify skills, knowledge and experience required for our Leaders to deliver 'Our Future Council'	HR Heads of Service Leaders	On track to deliver our 2030 net zero target; on track to end poverty by 2030; on track to deliver new prevention service models; provide high quality services in local communities; core services are maintained or improved.	Leadership Learning Organisation change Resourcing and talent	Q2 2021 onwards
Develop plan to roll out three conversations model	HR Heads of Service	On track to deliver new prevention service models; provide high quality services in local communities; core services are maintained or improved.	Leadership Learning Our Behaviours Organisation change Performance management	Q3 2021 onwards
Further develop & embed our Performance Management framework and approach.	All	All outcomes	Performance management Leadership Learning Engagement and enablement	Ongoing

Investing to close the gap in our workforce's skills and capabilities

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
Robust skills matrices for Directorates to identify needs and plans to close gaps	HR Executive Directors Heads of Service	Deliver a number of smart city projects which use data to drive service improvement.	Learning Leadership Resourcing and Talent Organisation change	H2 2021
Implementation of new digital learning platform	HR	Core services are maintained or improved; provide high quality services in local communities. .	Learning Engagement and Enablement Organisation change	H2 2021
Annual supply/ demand exercise for role specific learning	HR Heads of Service	Core services are maintained or improved; provide high quality services in local communities.	Learning Engagement and Enablement Performance management Organisation change	Annually
Guidance and/or training for all (appropriate) employment policies	HR	Core services are maintained or improved; provide high quality services in local communities.	Learning Our Behaviours Performance management Leadership Organisation change	Ongoing
Training offering to enhance skills, knowledge and experience in:	HR Heads of Service	Core services are maintained or improved; embed our new procurement	Learning Engagement and Enablement	H1 2020 onwards

Commerciality; Leading and managing change; project and programme management; carbon literacy; service design and business analysis; agile, process reengineering and IA.		strategy; provide high quality services in local communities.	Organisation change	
Develop a corporate plan in response to our net zero commitment	Sustainability Board	Becoming a sustainable and net zero city.	Organisation change Learning Leadership Our Behaviours Engagement and Enablement	2021

Equipping our workforce for digital transformation

Actions	Responsibility	Business Plan outcome	People Strategy theme	Timeframe
Conduct colleague digital skills survey, as part of organisation reviews (when a change to role or gap is identified)	Heads of Service	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved.	Learning Organisation change Leadership Engagement and Enablement	As part of Business Case
Cross team representation on Boards of digital programmes	Digital Services	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved.	Learning Organisation change Engagement and Enablement	Q2 2021 onwards

Use of early adopter approach for new technologies	Digital Services Heads of Service	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved.	Learning Organisation change Engagement and Enablement	As appropriate
Explore 'connector' roles	Digital Services	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved.	Learning Organisation change Engagement and Enablement	Q2 2021
Develop approach to collaborative learning and sharing best practice	Digital Services HR Heads of Service	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved;	Learning Organisation change Engagement and enablement Leadership	Q3 2021
Raise awareness and understanding across our workforce of Digital and Smart City Strategy	Digital Services Communications	Deliver a number of smart city projects which use data to drive service improvement; provide high quality services in local communities; core services are maintained or improved.	Leadership Organisation change Engagement and enablement Learning	Q2 2021 onwards

Strategies and frameworks for Reference

In developing this Strategic Workforce Plan a number of approved Strategies and Frameworks were considered to ensure alignment of strategy, commitments and deliverables.

- [Business Plan](#) – Our Future Council, Our Future City 2021-2024
- People Strategy 2021-2024 (Policy and Sustainability Committee 20 April 2021)
- [Diversity and Inclusion Strategy and Action Plan](#)
- [Wellbeing Strategy](#)
- [Performance management framework](#)
- [Edinburgh Guarantee for All](#)
- [People Strategy and People Plan 2017](#)
- [Digital and Smart City Strategy](#)

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Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

Edinburgh Declaration on Biodiversity

Executive/routine Wards All Council Commitments	Executive All 43, 44
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1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
 - 1.1.1 Notes the content of the Edinburgh Declaration on Biodiversity; and
 - 1.1.2 Agrees to sign the Edinburgh Declaration on Biodiversity.

Paul Lawrence

Executive Director of Place

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Edinburgh Declaration on Biodiversity

2. Executive Summary

- 2.1 The Edinburgh Declaration is 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 play in delivering biodiversity protection the Declaration is open for signing by parties working at the local level.
- 2.2 In [May 2019](#) the Council declared a Climate Emergency and set a target for Edinburgh to become carbon neutral by 2030. The 2030 Sustainability Strategy will define the path for achieving this 2030 target as well as ensuring Edinburgh is adapted to the impacts of climate change, including through the protection and enhancement of Edinburgh's biodiversity. The signing of the Declaration will help the Council achieve the aims of the 2030 Strategy in relation to biodiversity through raising awareness of and pledging support for the Edinburgh Declaration.

3. Background

- 3.1 The participation of subnational governments, cities and local authorities from around the globe is being sought by Edinburgh Process to sign the [Edinburgh Declaration](#). The Declaration is intended to emphasise the role of action at the local level within the post-2020 global biodiversity framework. The framework for action for the next decade is anticipated to be agreed at The Conference of Parties (COP 15) to the CBD due to take place in China in May 2021, subject to pandemic restrictions allowing this to occur.
- 3.2 The Opening address to the Edinburgh Process Webinar, held on the 23 September 2020, by Roseanna Cunningham MSP, cabinet Secretary for Environment Climate Change and Land Reform, provides a useful summary of the process and its aims - it can be found [here](#).

4. Main report

- 4.1 The Edinburgh Declaration calls on the Convention on Biodiversity to take bold action to halt biodiversity loss. It also calls for greater prominence to be given to action at the local level and recognises the role of all levels of government and society in working more effectively together over the next decade.
- 4.2 Whilst there has been significant action towards several CBD targets, none of the targets to 2020 have been met. The intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPES) Report on Global Biodiversity and Ecosystem Services 2019 concluded that nature and its vital contribution to people, which combines both biodiversity and ecosystem services is deteriorating worldwide at an increasing rate.
- 4.3 The Edinburgh Declaration recognises the huge challenge of delivering the post - 2020 global biodiversity framework. The post 2020 targets will aim to support the Convention on Biological Diversity 2050 vision of “living in harmony with nature”.
- 4.4 In contributing to Biodiversity Target, City of Edinburgh Council recognise its duties to protect and enhance biodiversity including:
 - 4.4.1 The Nature Conservation (Scotland) Act 2004 places a duty on all public bodies to further the conservation of biodiversity when carrying out their duties. Further, there is a requirement to report on a three-year cycle. The range of work the Council does across all services in protecting and enhancing biodiversity is detailed in [Statutory Biodiversity Duty Report 2018-20](#).
 - 4.4.2 The Climate Change Declaration agreed by Policy and Sustainability Committee on 14 May 2019 recognises the key role protecting and restoring biodiversity and the natural environment has in reducing emissions and adapting to climate change.
 - 4.4.3 The Edinburgh Biodiversity Partnership, established in 2000 and celebrating its 21st year, is actively engaged delivering positive outcomes for biodiversity across the city. The current [Edinburgh Biodiversity Action Plan 2019-2021](#) is due to be reviewed this year.
 - 4.4.4 City Plan 2030 will include policies on Nature Based Solutions, Green and Blue infrastructure and Positive effects for biodiversity through development.

5. Next Steps

- 5.1 It is expected that elements of the Edinburgh Declaration may be reflected in the next Scottish Biodiversity Strategy to 2030 and associated delivery plan. The current Biodiversity Strategy, 2020 Challenge for Scotland Biodiversity was expected to be completed at the end of 2020. Due to delay to the setting of the new international targets and impact of the pandemic, the new Biodiversity Strategy is not likely to be published until spring 2022. The new strategy presents local authorities' main opportunity to influence national biodiversity policy.

- 5.2 On signing the Declaration, the Council will continue to fulfil its biodiversity duty and, together with its partners, contribute to the aspirations of the Declaration by delivering initiatives such as Edinburgh Biodiversity Action Plan, Edinburgh Million Tree City, Edinburgh Living Landscape and Thriving Greenspaces Project. As well as supporting national policy development through groups such as the NPF4 working group on 'Positive effects for Biodiversity'.
- 5.3 On signing the Declaration, signatories will be subject to a short vetting process.

6. Financial impact

- 6.1 There are no financial implications associated with the Edinburgh Declaration. It is voluntary, non-binding, has no legal status.

7. Stakeholder/Community Impact

- 7.1 COSLA are also supportive of Scottish local authorities signing the declaration. Current signatories include Scottish Councils such as Aberdeenshire, South Ayrshire and Stirling Councils and more are in the process of reporting the declaration to their respective committees.
- 7.2 The Signing of the Edinburgh Declaration is supported by the members of the Edinburgh Biodiversity Partnership.

8. Background reading/external references

- 8.1 None

9. Appendices

- 9.1 Appendix 1 - [Edinburgh Declaration -For subnational governments, cities and Local Authorities on post-2020 global biodiversity framework 31 August 2021](#)

EDINBURGH DECLARATION

For subnational governments, cities and local authorities on the post-2020 global biodiversity framework

31 August 2020

Preamble

We, subnational governments, cities and local authorities - as participants and contributors to the *Edinburgh Process for Subnational and Local Governments on the development of the post-2020 global biodiversity framework*, and supported by the Secretariat and some Parties to the Convention on Biological Diversity - are **deeply concerned** about the significant implications that the loss of biodiversity and climate change has on our livelihood and communities. The impacts on our environment, infrastructure, economy, health and wellbeing, and our enjoyment of nature are already visible. Indeed, the COVID-19 global pandemic has reminded us how important it is to live in harmony with nature. Healthy biodiversity and the ecosystem services that it provides are key for human well-being and to build the resilience of our cities and regions, both during and after the pandemic, and it should be central to our recovery.

We **are concerned** that, as outlined in the fifth edition of the Global Biodiversity Outlook, none of the 20 Aichi Biodiversity Targets have been fully met; that action by CBD Parties alone is insufficient to put us on a path to the 2050 vision of 'living in harmony with nature' or to achieving the UN Sustainable Development Goals (SDGs); and that convergence across multilateral environment agreements (MEA's) is progressing at too slow a pace.

We **acknowledge** that the IPBES *Global Assessment Report on Biodiversity and Ecosystem Services* concludes that, despite insufficient action, it is not too late for the climate or for biodiversity, but that transformative action is needed at all levels.

We **recognise** the need for transformative change across terrestrial and marine ecosystems, and across urban development and all productive sectors to ensure enhanced food security, human health and sustainable livelihoods whilst avoiding, mitigating or minimising the negative impact on biodiversity. We also **recognise** the role that many indigenous peoples and local communities have in the management of their territories, through effective biodiversity mainstreaming across all sectors.

We **note** the need to develop effective policy, governance and financing solutions at all levels of government and to ensure vertical integration across national, subnational, city and local levels to effect transformative change. These should address both the direct and indirect drivers of biodiversity loss, and integrate all dimensions of sustainable development (environmental, economic, cultural and social).

We **also note** the vital role that indigenous peoples and local communities, women and youth, non-governmental organisations, and wider society, play in decision making and in taking action at

subnational, city and local levels, and that there should be a fully collaborative approach to ensure active participation of these groups.

We **highlight** the key role of the private sector, including the financial sector, and **encourage** them to catalyse the transformative change needed through full, active and responsible engagement, in support of biodiversity conservation, ecosystem restoration and sustainable use.

We **emphasise** the key role that subnational governments, cities and local authorities already play in protecting and enhancing biodiversity and in delivering actions across planning, implementation, and monitoring.

We **welcome** the endorsement of the *Plan of Action on Subnational Governments, Cities, and Other Local Authorities for Biodiversity (2011-2020)* under Decision X/22 and **recognise** the productive role that this has played in the last decade mobilising subnational, city and local authority actions towards implementing the goals of the Convention; and in fostering an increased recognition on the critical role of our constituency in the CBD.

We **celebrate** the commitments and statements already issued by subnational governments, cities and local authorities including recent declarations of intent¹², and in particular the results achieved through the outputs of the 5th and 6th Global Biodiversity Summit of Cities and Subnational Governments – the *Quintana Roo Communique on Mainstreaming Local and Subnational Biodiversity* (2016) and the *Sharm El-Sheikh Communique for Local and Subnational Action for Nature and People* (2018).

We **acknowledge** the need to build upon the existing *Plan of Action* under Decision X/22, and the advocacy agenda of subnational governments, cities and local authorities over the past decade, and **collectively commit** to raising our ambition and action in the coming decade.

Development of the post-2020 global biodiversity framework

We **welcome** the development of the post-2020 global biodiversity framework, in particular clear, action based, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets and the inclusion of an integrated monitoring framework.

We **thank** the Co-Chairs of the Open-ended Working Group on the post-2020 global biodiversity framework for taking an inclusive and participatory approach in developing the framework; and **welcome** the ‘whole of government’ approach embodied in the framework, which captures the principle of governance across all levels of government, including at the level of subnational governments, cities and local authorities.

¹ [Aburra Valley – Medellin Declaration of Metropolitan Areas to the post-2020 global biodiversity framework \(2019\)](#)

² [Carta de São Paulo - BIO2020 – Brazilian Perspectives for the Post-2020 Global Biodiversity Framework \(2020\)](#)

We continue to **support** the 2050 vision “*living in harmony with nature*” and stand ready with a raised ambition to make a contribution that will deliver a local to global impact, and meaningfully contribute to the long term goals.

We **share the ambition** of the 2030 Mission as was set out in the Zero Draft version of the post-2020 global biodiversity framework, ‘*To take urgent action across society to put biodiversity on a path to recovery for the benefit of the planet and people.*’ This ensures a clear pathway towards the 2050 Vision and corresponds with the ambition of subnational governments, cities and local authorities towards addressing the most pressing global challenges, including climate change, disaster risk reduction, health and poverty alleviation, as well as biodiversity.

Implementation of the post-2020 global biodiversity framework

We **welcome** the inclusion of subnational governments, cities and local authorities, as key enablers for the implementation of the post-2020 global biodiversity framework. However, we **recognise** that our role extends beyond the provision of enabling conditions.

Subnational governments, cities and local authorities play key roles in conserving, restoring and reducing threats to biodiversity, in meeting people’s needs through sustainable use and equitable benefit-sharing, in developing the tools and solutions needed for implementing biodiversity protection actions, and in monitoring and reporting.

We **recognise** that our actions in implementing and mainstreaming biodiversity ensure that support mechanisms and enabling conditions are in place at subnational, city and local levels - and that a vertically integrated and cross-cutting governance approach would enhance these efforts.

We **highlight** the significant role that subnational governments, cities and local authorities play in resource mobilisation for implementation and mainstreaming of biodiversity actions. We **stress** the need for immediate and increased efforts to mobilise financial resources at all levels of government and from the private sector.

We are uniquely and most effectively positioned to deliver the outreach, awareness, and uptake of the framework across the whole of society, facilitating engagement with key stakeholders to implement the framework at subnational, city and local levels. Nevertheless, we **recognise** that more can be done to build upon already existing policies and frameworks to ensure the full participation of the whole of society in delivering the post-2020 global biodiversity framework.

COMMITMENT FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

Subnational governments, cities and local authorities will continue to build upon our previous efforts, to deliver transformative actions by:

- Recognising the overall value of nature and integrating it into subnational, city and local planning, management and governance instruments;

- Implementing appropriate actions that deliver on the post-2020 global biodiversity framework goals and action targets;
- Aligning biodiversity strategies and actions, and our monitoring and reporting efforts with National Biodiversity Strategies and Action Plans (NBSAPs), within our subnational, city and local competencies;
- Increasing resource mobilisation for investment in biodiversity action at subnational, city and local levels, and providing incentives to ensure positive outcomes;
- Mainstreaming biodiversity across public, private and business sectors to achieve greater environmental, societal and economic resilience;
- Communicating, educating and raising public awareness with specific efforts to make knowledge available in several languages;
- Strengthening capacity building in order to implement nature-based solutions (NBS) and green and blue infrastructure, particularly through ecosystem based approaches and as a contribution to a green recovery from COVID-19;
- Providing opportunities for knowledge exchange across subnational, city and local levels, and between all sectors of society;
- Sharing best practices across subnational, city and local levels, to efficiently implement transformative actions;
- Delivering convergence with other intergovernmental agreements and processes, taking forward bold and innovative actions at the subnational, city and local level which result in mutually beneficial outcomes.

CALL FOR ACTION

We subnational governments, cities and local authorities therefore **call upon** Parties to the Convention on Biological Diversity to;

- I. Take strong and bold actions to bring about transformative change, as outlined in the IPBES global assessment report, in order to halt biodiversity loss.
- II. Recognise the vital role of subnational governments, cities and local authorities, in delivering the 2050 vision of the post-2020 global biodiversity framework, and the 2030 mission as set out in the Zero Draft document; and to explicitly place that recognition throughout the framework text, including the monitoring framework for the goals and targets.
- III. Support the adoption at COP15, of a new dedicated Decision for the greater inclusion of subnational governments, cities and local authorities within the post-2020 global biodiversity framework; that builds upon and renews the *Plan of Action on Subnational Governments, Cities and Other Local Authorities for Biodiversity (2011-2020)* as endorsed under Decision X/22; and that significantly raises ambition for subnational, city and local implementation of the post-2020 global biodiversity framework throughout the next decade.
- IV. Establish a multi-stakeholder platform that ensures representation of subnational governments, cities and local authorities to support the implementation of the post-2020 global biodiversity framework.

We, subnational governments, cities and local authorities, ***stand ready*** to meet the challenge of delivering, alongside Parties, the post-2020 global biodiversity framework, to ensure investment, and play a stronger role in the implementation of the framework through a renewed and significantly stepped-up *Plan of Action for subnational governments, cities and local authorities* for the coming decade.

EDINBURGH PROCESS PARTNERS



Ms Roseanna Cunningham, MSP
Cabinet Secretary for Environment, Climate
Change and Land Reform
On behalf of the Scottish Government



Ms Lesley Griffiths AS/MS
Gweinidog yr Amgylchedd, Ynni a Materion
Gwledig
Minister for Environment, Energy and Rural
Affairs
On behalf of Welsh Government



Llywodraeth Cymru
Welsh Government



Mr Ashok Sridharan
ICLEI President
On behalf of ICLEI - Local Governments
for Sustainability



Ms Cheryl Jones Fur
Deputy Lord Mayor of Växjö, Sweden
On behalf of ICLEI Europe



Ms Elena Moreno
Regions4 President
Basque Deputy Minister for Environment
On behalf of Regions4 Sustainable
Development



Mr Benoit Charette
Ministre de l'Environnement et de la Lutte
contre les changements climatiques
On behalf of Gouvernement du Québec





Mr Hideaki Ohmura

Governor of Aichi Prefecture

On behalf of the Group of Leading Subnational Governments toward the Aichi Biodiversity Targets (GoLS)



Under consideration

On Behalf of the European Committee of the Regions



European Committee
of the Regions

Supported by:



Ms Francesca Osowska

Chief Executive

On behalf of NatureScot



Mr Simon Milne MBE

Regius Keeper

On Behalf of Royal Botanic Garden Edinburgh



Royal
Botanic Garden
Edinburgh

Dated: 31 August 2020

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SIGNATORIES

SUBNATIONAL, CITY AND LOCAL AUTHORITIES

Name	Position Organisation	Date Signed
<i>Example: Jo Blogs</i>	<i>Head of Environment and Nature Division Local Council</i>	<i>Xx/Month/2020</i>

ADDITIONAL SUPPORTERS

Name	Position Organisation	Date Signed
<i>Example: Nat Ure</i>	<i>Director, Nature Company</i>	<i>Xx/Month/2020</i>

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Policy and Sustainability Committee

10.00am, Tuesday, 20 April 2021

Seafield Sounding Board

Executive/routine Wards	Executive 14, 17 and 13
Council Commitments	4, 10 and 13

1. Recommendations

- 1.1 It is recommended that Committee agrees elected member representation on the Seafield Sounding Board as ward members from Craightinny/Duddingston Ward, Leith Ward, Portobello/Craigmillar Ward and the Convener and Vice Convener from Housing, Homelessness and Fair Work.

Paul Lawrence

Executive Director of Place

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Seafield Sounding Board

2. Executive Summary

- 2.1 This report provides an update on the establishment of a Sounding Board to assist with engagement between the community, developers and Council representatives in relation to development proposals in the Seafield area.
- 2.2 It also seeks agreement on the elected member representation at the Sounding Board.

3. Background

- 3.1 The City Plan 2030 Choices document was agreed in [January 2020](#). This is the main issues report for the next local development plan for Edinburgh. It identifies Seafield as a potential Urban Area Housing Led Mixed Use Site.
- 3.2 This has prompted the local community and developers to start thinking about how the area could be redeveloped. Representatives from the Craightinny/Meadowbank Community Council and neighbouring Community Council's Leith Harbour and Newhaven and Portobello have contacted Council officials and have requested that a collaborative approach be taken in developing proposals for the area.
- 3.3 A number of meetings involving community representatives, developer interests, local business interests, council officials and ward members have taken place. The parties have agreed that a 'Sounding Board' approach similar to those in place at Fountainbridge and Meadowbank would be a useful means of sharing information and establishing positive relationships between interested parties. Two meetings of the Seafield Sounding Board have taken place with Councillor Kate Campbell as the interim chair. At the most recent meeting it was Ewan Aitken was proposed and agreed as an independent chair.

4. Main report

Terms of Engagement

- 4.1 The Council has participated in sounding boards at Fountainbridge and at Meadowbank, where it has been one of many developers in an area. The purpose of a sounding board is primarily to share information and to seek feedback in relation to development proposals. It is not a decision making forum and this is important as it allows participants to understand and explore the issues surrounding a particular development site, to exchange views as proposals are being developed, to build relationships and in some cases identify more collaborative models for delivering projects. It is not a Council meeting as such but sounding boards are generally facilitated by the Council and attended by both officers and elected members.
- 4.2 In the case of Seafield, the Council does not have an interest as a developer at this time, but the area is large and there are a number of land-owning interests. Some of these parties are developing proposals for their sites and others are just keen to understand what might be happening and how it might affect their business. The local community and surrounding communities are also very interested in what might be planned and want to be kept informed of any plans. They have expressed an interest in being proactively involved in the planning of the area. As such, a sounding board is considered to be a good central point for sharing information in an area that might see considerable development taking place over the next 10 years.

Council Representation

- 4.3 As set out above, the Seafield Sounding Board has accepted Ewan Aitken's offer to be the independent chair of the group, but the Council still needs to formalise attendance from elected members. In Fountainbridge and Meadowbank it was agreed that attendance would be restricted to ward councillors and the Convener and Vice Convener of Housing, Homelessness and Fair Work. In the Seafield context, it is proposed that this is also the case but that the invitation is extended to ward Councillors from Leith and Portobello/Craigmillar given the likely impacts on these wards arising from changes in Seafield.
- 4.4 Secretarial support will be provided by officers will be provided and others will be invited to attend as appropriate depending on areas of discussion at any given meeting.

5. Next Steps

- 5.1 Upon agreement of this report, meetings of the Seafield Sounding Board will be set up on a quarterly basis. Reports will be provided to the Policy and Sustainability

Committee setting out progress and feedback and seeking further approvals should they be required.

- 5.2 It is envisaged that the Planning Committee and Development Management Sub-Committee, Housing, Homelessness and Fair Work Committee, and Transport and Environment Committee will have to consider proposals relating to Seafield in due course.

6. Financial impact

- 6.1 The administrative costs associated with the Seafield Sounding Board will be met from existing budgets.

7. Stakeholder/Community Impact

- 7.1 The estimated stakeholder and community impact will be provided in relation to individual projects as and when reports seeking funding approvals are provided.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 None.

Policy and Sustainability Committee

10am, Tuesday, 20 April 2021

Anti-Social Behaviour Motion Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Committee are asked to note the response to the motion as set out below.
- 1.2 Committee are asked to approve the revised City of Edinburgh Council Anti-Social Behaviour Procedure under Appendix 1.

Jackie Irvine

Head of Safer and Stronger Communities and Chief Social Work Officer

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Anti-Social Behaviour Motion Report

2. Executive Summary

- 2.1 The following report is in response to a motion by Councillor Doggart with regard to an upheld complaint against the Council by the SPSO (Case Reference 201906053).
- 2.2 The report provides a response to the following individual questions raised as part of that motion, including;
 - 2.2.1 Council policy regarding tenants against whom repeated allegations of Anti-Social Behaviour have been made;
 - 2.2.2 The responsibilities within the Council for delivering Anti-Social Behaviour policies;
 - 2.2.3 The reasons that contributed to a failure in this case, including the failure to keep reasonable records;
 - 2.2.4 Any changes to policy or process considered in light of this case;
 - 2.2.5 Reassurance that any consideration of the relocation of Council tenants would strongly favour the victims over the perpetrators of alleged Anti-Social behaviour.

3. Background

- 3.1 The Anti-Social Behaviour (ASB) complaint was first reported in March 2018. The service complaint was received on 2 July 2019, citing failures in service delivery over the preceding 14 months.
- 3.2 The Council's stage 2 complaint response letter was issued to the complainant on 28 August 2019. Two of the 3 complaint headers were fully upheld. The overall complaint was partially upheld.
- 3.3 The complaint was escalated to the SPSO, who concluded similar failings following its own review of the complaint but acknowledged errors had been recognised by the Council in the complaint investigation response. A further written apology was

issued to the complainant in October 2020, which reflected actions taken against 4 recommendations made by the SPSO.

- 3.4 All recommendations were completed and reported back to SPSO on 24 October 2020. The SPSO was satisfied with the action taken by the Council.
- 3.5 The investigation undertaken by the Council and subsequent SPSO review concluded the following:
 - 3.5.1 There was a failure to follow up on agreed actions by the Family and Household Support Service (FHS).
 - 3.5.2 Reported ASB Incidents were not recorded in accordance with Procedure.
 - 3.5.3 The Council Officer responsible for screening and allocation of the ASB complaint/referral failed to offer written updates or maintain reasonable contact with the complainant. No immediate action was taken to progress the enquiry i.e. stair investigation following the ASB reports made in 2018.
 - 3.5.4 The FHS service failed to undertake an ASB 'stair investigation' immediately following initial reports of ASB, which, had it taken place, may have expedited the sequence of events, such as issuing of the initial and final warnings, leading to an earlier application for Anti-Social Behaviour Order (ASBO).
 - 3.5.5 Neither the case or the capacity issues cited by the responsible officer were escalated or raised with the Team Manager.
 - 3.5.6 Once the Team Manager had been made aware of the complaint and expression of dissatisfaction, they failed to undertake sufficient enquires, or seek to intervene or review support and intervention offered by the service to that point.
- 3.6 An ASBO was granted against the Person of Interest on 11 September 2020. The perpetrator and subject of the ASBO moved from the offending property in September 2020. The case was closed to the Family and Household Support Service in October 2020. Final contact with the complainant was undertaken on 16 October 2020 as part of a planned exit agreement with the complainant and their family.

4. Main report

- 4.1 The Council's response to Anti-Social Behaviour is governed by legislation, where the standard of proof is prescribed by the court. Individual council officers are unable to influence or effect the threshold under which legal enforcement action, such as eviction and repossession proceedings or applications for ASBO's can be executed.

- 4.2 The City of Edinburgh Council's Family and Household Support Service, formed in 2017 has a remit to respond to and manage cases of residential ASB, Noise and Nuisance behaviour, it also has a wider remit for aspects of Community Safety.
- 4.3 Legal action open to Local Authorities includes, but is not limited to:
 - 4.3.1 Application to court for an ASBO.
 - 4.3.2 Application to court for an Anti-Social Behaviour Notice (ASBN)
 - 4.3.3 Eviction (schedule 2 ground Housing (Scotland) Act 2001, noting 2014 Housing (Scotland) Act changes).
- 4.4 The Family and Household Support service works closely with Council solicitors to operate within the legislative framework and where necessary and appropriate take formative action by preparing cases for court.
- 4.5 Whilst it is acknowledged the impact of anti-social and significant nuisance behaviour, including noise, can be distressing, disruptive and damaging for individuals, families and households, punitive enforcement action, such as an ASBO, can only be pursued where the legal criteria has been satisfied.
- 4.6 Crucially the party applying for the ASBO is required to persuade the court it is necessary to prevent future occurrences of relevant harm from occurring and that the conduct complained of is capable of causing alarm and distress.
- 4.7 Where there exists a sequence of reported episodes of clear and direct ASB taking place within a relatively short period of time, steps can be taken quickly to issue an initial warning, and where sufficient evidence and collaboration exist, a final written warning that can lead to legal action being pursued.
- 4.8 The use of initial and final written warnings is one approach in which to set clear expectations on individuals and households. Such warnings are in place for a predetermined period of time where behaviour is deemed unacceptable or significantly impacts on quality of life or, where it places others in fear and alarm.
- 4.9 All cases must be supported by a robust body of evidence, which can include:
 - 4.9.1 victim impact statements.
 - 4.9.2 reported incidents/events/episodes to police using 101 or 999.
 - 4.9.3 convictions (including drug related offences and domestic abuse) when utilised to demonstrate breach of tenancy agreement.
 - 4.9.4 collaboration (evidence) gathered through localised investigation and enquiry.
 - 4.9.5 use of a RIPSAs (The Regulation of Investigatory Powers (Scotland) Act 2000) application for covert surveillance and sound recording.
 - 4.9.6 significant breach of the tenancy agreement.
- 4.10 In contrast an accumulation of infrequent episodes that takes place over an extended period of time, i.e. years, may not necessarily provide sufficient grounds

to pursue enforcement action, even in cases where a recent episode of ASB or noise has been reported. In a small number of cases where a final warning has expired without incident, similar patterns of behaviour can and do re-emerge. Further delay can be experienced where ASB is taking place but is not reported at the time of the occurrence, thus affecting the effectiveness of any active enquiry or investigation against the perpetrator.

- 4.11 Such outcomes can serve to aggravate, frustrate and compound an already difficult situation, as such it is imperative, council officers charged with compiling evidence in ASB cases do so with a clear understanding of how that evidence will be used in court.
- 4.12 Ineffective case management, as was observed in this case can cause frustration for the victims, particularly if it is not clear what action is being taken.
- 4.13 Cases where there is a sole complainer, can prove significantly challenging as it means if in the event an ASBO is granted by the court, it would be unlikely there would ever be a sufficiency of evidence to prove a prosecuted breach of the ASBO due to the requirements of corroboration of evidence in criminal proceedings. This can be further compounded by the grading of Police responses to calls where other crimes are given priority, meaning that it may be the case that in practical terms police officers may not be available to respond soon enough to witness the behaviour in breach of the ASBO complained of, if at all.
- 4.14 Given the complexities described above it is essential each case is managed on its individual merits and presenting issues. The Council's approach is heavily influenced by matters associated with the time, sequence and context of events and episodes, such as the frequency and severity of the alleged ASB and noise incidents, the degree of assessed (imminent and perceived) risk, the frequency of reporting and the accumulation of reports of ASB (to police and Council).
- 4.15 Mitigating or aggravating factors such as behaviour that cause distress, alarm or fear, where not intended (where perceived to be without malice), such as behaviours that manifest as a result of mental health, addiction and trauma, require an assessment of need and risk (ANR) to support any ultimate decision to pursue enforcement action. It is the case that current legislation and court precedent require Local Authorities to have exhausted all reasonable steps to assist the person to change or modify their behaviour, to seek support to address its cause and to recognise the impact on others, before seeking to use enforcement or punitive action.
- 4.16 The FHS service operate a model of concurrent assessment, planning and intervention that recognises risk, need and vulnerability alongside the impact of behaviour. Officers investigating ASB will also consider carefully any assessed need or vulnerability of the person displaying the behaviour and will seek to support behaviour change where there is a willingness to so.
- 4.17 The option of an alternative property/tenancy will in some circumstances be explored with both parties where ASB is alleged. It is not standard practice to seek

to relocate or encourage victims of ASB to move or relinquish their tenancy, this is not a solution and does not address the cause of ASB.

- 4.18 However, it is the case that where the personal impact of ASB on the victim, their family and/or relationships is significant and may be exacerbating an already delicate situation (victim suffers from mental health or anxiety etc) a temporary or permanent move can be an acceptable and effective solution, elevating the immediate pressure, and in some cases providing a positive outcome. It would never be the case that if/when such a transfer was mutually agreed that the Council would close the ASB case or cease activity to secure legal or enforcement action where required.
- 4.19 ASB and the associated impact, is a matter that requires close cooperation and collaboration between services and partners, crucially Police Scotland, Housing and Legal Services.

Revised ASB Procedure and current practice parameters

- 4.20 In 2019 the FHS service manager commissioned a review of the current suite of ASB procedures and associated guidance. A revised, updated and compliant suite of procedures (see Appendix 1), practice standards and service operating models were developed in readiness for launch in March 2020.
- 4.21 Launch of the new procedures was delayed due to the impact of Covid19.
- 4.22 Work began again in earnest in August 2020 and a final set of 'draft documents' were completed and subject to user testing between September 2020 and January 2021. The ASB Procedure has been further strengthened by the introduction of;
- 4.22.1 a new duty.
 - 4.22.2 screening and allocation system.
 - 4.22.3 case management and review protocols.
 - 4.22.4 operational standards associated with contact with service users and,
 - 4.22.5 case closure protocols.
- 4.23 Due to the current restrictions imposed due to CVD19 and requirements for social distancing the FHS service are currently operating under the parameters of *Phase 1: Resumption of Service*. As such all **face to face** contact with service users must be subject to a Health and Safety risk assessment and approved by a service manager, satisfying one or more of the following criteria.
- 4.24.1 Complex ASB investigation, in particular threatening behaviour with perceived risk of violence or harm.
 - 4.24.2 Duty of care and welfare cases (non ASB); where risk/vulnerability deemed critical and urgent (not child or adult protection) i.e. harassment, risk of family breakdown.
 - 4.24.3 Task oriented activity that is critical to existing support plan and cannot be achieved remotely, or where the nature of support offered is conducive to

face to face contact (service users with visual/hearing impairments, mental health, learning disabilities and those with no access to digital platform).

- 4.24.4 Case by exception, observational visit (i.e. escalation in noise, hoarding causing infestation, health concern, suicidal ideations).
- 4.24.5 Pre-Referral-Screening (diversion from Childrens Reporter).
- 4.24.6 'Safe Space' office-based appointments (Council Resilience Centres, CRCs).

5. Next Steps

- 5.1 The Committee are asked to approve the implementation of the new ASB Procedure (Appendix 1).
- 5.2 The Family and Household Support Service has undertaken a comprehensive review of all ASB, and associated procedures, protocols and operating standards and full implementation will take place incrementally between March and June 2021.
- 5.3 Revised service standards will be used as a means to measure effectiveness including case management oversight and quality of recording.
- 5.4 The revised Procedure and accompanying guidance are underpinned by the Scottish Government's National Framework for Preventing Anti-Social Behaviour - Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland. As such:
 - 5.4.1 All complaints of Anti-Social Behaviour shall be considered and screened for their suitability for mediation.
 - 5.4.2 In all cases FHS staff shall take a restorative approach to dealing with people complaining about ASB and those complained against.
 - 5.4.3 FHS staff shall place Anti-Social Behaviour, those involved and those affected by it, in the wider context of people's previous experiences and circumstances, taking a trauma-informed approach, and, taking a systemic approach, considering all relevant influential factors.
- 5.5 The revised Procedure sets out the approach that will be taken by FHS based on the principles of Prevention and Early Intervention, addressing the root causes of ASB and recognising the wider environmental and cultural context in which some ASB occurs.
- 5.6 The revised Procedure will also:
 - 5.6.1 clarify the role and responsibility of FHS staff when responding to and investigating complaints of ASB and Noise.
 - 5.6.2 offer a clear operational definition and pathway when investigating complaints of ASB and Noise.

5.6.3 provide clear standards of practice, communication and expectations when producing written records associated with the investigation of complaints of ASB and Noise.

5.7 In all cases of ASB, Family and Household Support staff shall seek to effect change for individuals, households and communities through a combination of a high level of 'support and challenge'. This may include the use of enforcement action including Warnings, Anti-Social Behaviour Orders and Evictions where it is considered such action will help to effect long term, sustained change. FHS will continue to offer support to individuals and households in such circumstances.

6. Financial impact

6.1 The Family and Household Support Service is fully funded by the City of Edinburgh Council. All work referred to above is resourced from within its service dedicated budget. As such there is no additional financial impact identified.

7. Stakeholder/Community Impact

7.1 The work of the Family and Household Support Service is closely aligned with the Edinburgh Community Safety Strategy (2020-2023), Community Justice Outcome Improvement Plan (CJOIP), Young People's Strategy and the aims and ambition as set out under the Council's Business Plan; Poverty and Prevention Programme.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 Appendix 1 – Anti-Social Behaviour Procedure (Draft).

Procedures for Investigating Complaints of Anti-Social Behaviour by Family and Household Support

VERSION VERSION1.2
 IMPLEMENTATION DATE 00/00/0000
 REVIEW DATE 00/00/0000

DEPARTMENT RESPONSIBLE:

Department:	Communities and Families		
Division:	Safer and Stronger Communities		
Section:	Quality, Governance and Regulation: Family and Household Support Service		
Owner:	Jon Ferrer		
DPIA :	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
	Link to DPIA:		
If appropriate, has Health and safety had oversight of this procedure	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A <input type="checkbox"/>		
	Name of contact:		Date:

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VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.2	Jon Ferrer	15/01/21	Final editing	Scott Watson

VERSION HISTORY

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR

DRAFT

PURPOSE

1.1 This Procedure will:

- Clarify the role and responsibility of Family and Household Support staff when responding to and investigating, complaints of household, domestic and some community based Anti-Social Behaviour
- Explain the definition of Anti-Social Behaviour for Family and Household Support staff
- Explain the process for Family and Household staff when responding to, and investigating complaints of Anti-Social Behaviour
- Set out the standards and expectations for Family and Household Support staff in responding to, and investigating, complaints of Anti-Social Behaviour
- Support Family and Household Support staff by offering direction and guidance when responding to complaints of Anti-Social Behaviour.

1.5 This Procedure and accompanying guidance are underpinned by the Scottish Government's National Framework for Preventing Anti-Social Behaviour- Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland.

1.6 The Procedure sets out the approach that should be taken by Family and Household Support based on the principles of Prevention and Early Intervention, addressing the root causes of Anti-Social Behaviour, recognising the wider environmental and cultural context in which some Anti-Social Behaviour occurs.

1.7 Family and Household Support staff shall approach complaints of Anti-Social Behaviour within the framework of Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland, along with Family and Household Support's Three Pillars of Practice: Mediation, Restorative Practice, and Systemic Approach. As such:

- All complaints of Anti-Social Behaviour shall be considered and screened for suitability for Mediation
- In all cases Family and Household Support staff shall take a restorative approach to dealing with people complaining about Anti-Social Behaviour and those complained against
- FHS staff shall place Anti-Social Behaviour, those involved and those affected by it, in the wider context of people's previous experiences and circumstances, taking a trauma-informed approach, and, taking a systemic approach, considering all relevant influential factors.

1.8 In all cases of Anti-Social Behaviour, Family and Household Support staff shall seek to effect change for individuals, households and communities through a combination of a high level of 'support and challenge'. This may include the use of enforcement action including Warnings, Anti-Social Behaviour Orders and Evictions where it is considered such action will help to effect long term, sustained change. FHS will continue to offer support to individuals, households and communities in such circumstances.

1.9 FHS staff shall use the Civica Authority Public Protection (APP) system as the primary recording system for complaints, enquiries about, and investigations into, Anti-Social Behaviour.

SCOPE

1. This Procedure applies to all Family and Household Support staff who are involved in:
 - The management and oversight of Anti-Social Behaviour complaints, enquires and investigations
 - Making further enquiries into, and investigating complaints about, Anti-Social Behaviour.
2. This Procedure shall be followed by Family and Household Support staff investigating Anti-Social Behaviour in the following tenancy types:
 - Council tenancy
 - Sheltered Housing tenancy, when this is a Council tenancy
 - Private rented accommodation
 - Owner occupier
 - Private, Short-Term Lets including 'Party Flats' and 'Airbnb' type accommodation
 - Where Anti-Social Behaviour occurs within the boundaries of the City of Edinburgh Council.

This may include Anti-Social Behaviour conducted by a person or group of people who visit the City of Edinburgh Council but are not resident in the City of Edinburgh Council area.

3. This Procedure shall be followed, in conjunction with any accompanying guidance on specific tenant tenures, by Family and Household Support staff investigating household and community based Anti-Social Behaviour, where the person, or group, being complained about is a:
 - Council tenant
 - Sheltered Housing Council tenant
 - Tenant of private rented accommodation
 - An owner occupier
 - Private Short Term Lets
 - Where it has been agreed with a Registered Social Landlord that the Local Authority in its strategic capacity is best placed to do so.
4. This procedure shall be followed when Family and Household Support staff are working in partnership with Police in relation to criminal activity which also has elements of Anti-Social Behaviour. This may include situations of seeking Anti-Social Behaviour Orders to ban an individual from entering certain geographical areas of the City of Edinburgh.

TERM	DEFINITION
Private, Short Term Let	<p>A short term let is a property which is let out to visitors on a commercial basis for short periods of time. Often the whole property is let as holiday accommodation. In other cases, the host will continue to live in the property and let out a room or rooms to visitors. Airbnb is a platform for owners who want to advertise their property or room to others. There are other platforms in addition to Airbnb. Some owners advertise using social media or other forums such as Gumtree.</p> <p>http://www.edinburgh.gov.uk/info/20058/private_housing/1210/report_a_problem_with_a_short_term_let_or_party_flat</p> <p>'Airbnb Inc.' is an online marketplace for arranging or offering lodging, primarily homestays, or tourism experiences. The company does not own any of the accommodation, nor does it host events; it acts as a broker, receiving commissions from each booking.</p> <p>Some people use the term 'Airbnb' as a catch-all for Short-Term Lets, also known as 'Part Flats'</p> <p>A party flat is a property (often a 'short term let') that is rented by a group of people often with the purpose of having a 'party' or entertainment (such as stag or hen groups) without the consideration of the impact on neighbours or the local community. This usually results in some form of Anti-Social Behaviour resulting in complaints about noise. 'Party flats' are often unregistered, short term lets and as well as complaining to FHS about Anti-Social Behaviour, the public may complain to licensing and planning.</p> <p>http://www.edinburgh.gov.uk/info/20058/private_housing/1210/report_a_problem_with_a_short_term_let_or_party_flat</p>
APP (Civica APP)	Civica APP is...recording system Family and Household Support will use to record and store information, actions and decision taken.

Corroboration	<p>The importance of corroboration is unique to Scots criminal law. The requirement for corroborating evidence means at least two different and independent sources of evidence are required in support of each crucial fact before an accused can be convicted of a crime. This means, for example, that an admission of guilt by the accused is insufficient evidence to convict in Scotland, because that evidence needs to be corroborated by another source.</p> <p>The requirement of two separate sources of evidence was introduced to ASB investigations to prevent involvement in 'tit-for-tat' neighbour disputes where no one else is involved or affected and also as a 'safety net' to avoid progressing fraudulent or malicious complaints based upon one malicious complainer or source, or of a colluding household, particularly where there is previous malicious/false complaining.</p> <p>It is good practice to establish corroboration before deciding to take enforcement action. While it is not legally required in terms of an ASB investigation (FHS are not undertaking criminal investigations) it is good practice to identify a second source of evidence corroborating a complainer coming from an impartial professional source such as an FHS Investigating Officer, Community Safety Night Team, Environmental/Enforcement Officers, Housing Officer, or Police Officer, or from a separate household or individual.</p>
FHS	The City of Edinburgh Council's Family and Household Support Service
Investigating Officer	Any Family and Household Support staff member who has been allocated to undertake an Anti-Social Behaviour investigation or enquiry
Person of Interest (POI)	Term used to describe a person who is being complained about regarding Anti-Social Behaviour or resident/neighbour disputes. POI is used for purposes of APP. It is more customer focused and person/relationship centred to distinguish customers as: 'the person who is making a complaint about ASB' and, 'the person who is being complained about', and not 'the complainer' and 'perpetrator'. However, the term POI is used throughout this procedure.

<p>Private Sector Leasing (PSL)</p>	<p>The City of Edinburgh Council leases properties in Edinburgh from private landlords for three to ten years and these properties are in turn sublet to people who are in housing need. A PSL property is a temporary tenancy and tenants are subject to a Scottish Short Secure Tenancy (SSST). The PSL scheme is a registered Scottish Letting Agent.</p> <p>Link Housing have been awarded the contract from the City of Edinburgh Council to manage the PSL scheme and are the point of contact for anyone wanting to report Anti-Social Behaviour from a PSL tenant. Link Housing are also the contact for the owners of the tenancy.</p> <p>https://linkhousing.org.uk/what-we-do/our-services/private-sector-leasing/</p>
<p>Anti-Social Behaviour Order (ASBO)</p>	<p>Antisocial Behaviour Orders are preventative orders intended to protect people in the community affected by antisocial behaviour from further acts or conduct that would cause them fear, alarm or distress. An ASBO is a court order which prohibits, either indefinitely or for a specified period, a person from doing anything described in the order. Breach of an order is a criminal offence. The orders are not criminal penalties and are not intended to punish the offender. (Guidance on Antisocial Behaviour Orders, 2004).</p>
<p>Referral</p>	<p>The term used in FHS to refer to,</p> <ul style="list-style-type: none"> • A 'first time' request for a service • Making a complaint • Making an enquiry • Seeking information relevant to the service • Assessment request or 'other' referral route i.e. PRS, Stronger Edinburgh, GIRFE etc <p>regardless if FHS is the right, correct, or appropriate service.</p> <p>FHS accept referrals from the public and professionals. Professionals should be encouraged to submit a referral using the FHS referral form.</p>

<p>Registered Social Landlord (RSL):</p>	<p>A 'registered social landlord' (RSL) is a landlord register with the Scottish Housing Regulator. The Scottish Housing Regulator was established on 1 April 2011 under the Housing (Scotland) Act 2010. Its objective is to safeguard and promote the interests of tenants and others who use local authority and RSL housing services.</p> <p>The Council is a registered social landlord, as are Housing Associations.</p> <p>In the FHS procedures, when we refer to RSL's we are referring to RSL's other than the Council.</p>
<p>Sheltered Housing</p>	<p>Sheltered Housing provides support mainly to older people, some with disabilities and/or mental health needs, to sustain independent lives in a supported environment. All tenants are assessed for any additional support and provided according to needs.</p> <p>The Edinburgh Health and Social Care Partnership has 31 sheltered housing complexes across the city consisting of between 20 and 60 self-contained homes which may be flats, bungalows or apartments. Most properties have one bedroom, although two-bedroom properties are available on selected schemes. Many sheltered housing complexes have a visiting Support Officer, and all currently have an emergency alarm service.</p>
<p>Single Screening and Duty Process</p>	<p>The Single Screening and Duty System (also referred to as 'Duty') is the means by which all new referrals, enquires and service requests to Family and Household Support are processed so that a professional screening decision can be made about the need for a service from Family and Household Support.</p>
<p>Tenancy Type or Tenure</p>	<p>A tenure is the conditions under which land or buildings are held or occupied. In the context of a 'tenancy tenure', what is meant is 'the tenancy type', that is, what is the tenancy agreement between landlord and tenant. There are several tenancy types. Most council tenants will have a 'Scottish Secure Tenancy'. Tenants of Housing Associations will have an 'Assured Tenancy' (as opposed to the council's 'secure' tenancy). More details and clarification can be found at Shelter Scotland:</p> <p>https://scotland.shelter.org.uk/get_advice/guides/renting_privately/all_about_tenancy_agreements</p>

PROCEDURE

1. Definition of Anti-Social Behaviour

1.1 The Antisocial Behaviour etc. (Scotland) Act 2004 sets out the interpretation of Anti-Social Behaviour in relation to the Act. This provides that a person engages in antisocial behaviour if they:

- act in a manner that causes or is likely to cause alarm or distress;
- or
- pursue a course of conduct that causes or is likely to cause alarm or distress

1.2 The act further clarifies that:

- “conduct” includes speech;
- “a course of conduct” must involve conduct on at least two occasions;
- “likely to cause” means that someone other than a victim of the antisocial behaviour can give evidence of its occurrence. This is intended to enable the use of professionals as witnesses where those targeted by antisocial behaviour feel unable to come forward, for example, for fear of reprisals or intimidation.

1.3 Anti-Social Behaviour covers a wide range of behaviour from noise nuisance to serious harassment. Factors such as tolerance levels, client expectation and varying standards of behaviour between communities and groups within them may influence a person’s understanding of antisocial behaviour. FHS staff shall manage these variations on a case-by-case basis.

1.4 It is the effect or likely effect of the behaviour on others that determines whether the behaviour is antisocial. An authority does not have to prove that the defendant intended to cause alarm or distress. However, it may not be appropriate to invoke powers in the Act where an individual cannot understand the consequences of their actions i.e. where a disability, medical or developmental condition is present.

1.5 For reasons mentioned in 2.3 and 2.4 the definition of antisocial behaviour is left deliberately flexible and local agencies in consultation with residents should decide on appropriate action to be taken according to the nature of the problem(s).

1.6 The following behaviours are excluded:

- Domestic violence (and Domestic abuse)
- Clashes of lifestyle caused by behaviour which is different but does not unreasonably interfere with another’s rights or impinge on their homes.

3. Tenancy Tenures/Types: Exceptions

3.1 Registered Social Landlords (RSL) and Housing Associations tenants

3.1.1 Anti-Social Behaviour is investigated by the appropriate RSL and Housing Association. Where there is a referral or enquiry regarding an RSL tenancy to Family and Household Support:

- In the first instance the person making the complaint shall be re-directed to their own registered social landlord. If the customer is dissatisfied with the response from the RSL, they shall be advised to make use of the RSL complaints process.
- In the exceptional circumstance where an RSL customer, or someone on the customers behalf, seeks an intervention from the local authority in its strategic capacity, and where the matter relates to Anti-Social Behaviour, the RSL customer will be expected to have used the RSL's complaints process. When the Duty Team Leader has established the customer has exhausted all avenues with the RSL the FHS Duty Team Leader shall screen the request following the Single Duty screening procedure. The Duty Team Leader should make the FHS Manager aware of the request for local authority intervention and the FHS Manager shall make a final decision on the role of Family and Household Support.

3.2 Private Sector Leasing (PSL) tenants

3.2.1 PSL tenancies are managed on behalf of the City of Edinburgh Council by Link Housing. Link Housing have a responsibility for investigating Anti-Social Behaviour of their tenants.

3.2.2 Where contact is made regarding a PSL, the person making the enquiry should be directed to Link Housing.

3.3 Sheltered Housing tenants:

3.3.1 Where the Sheltered Housing tenant is a Council tenant, complaints should be investigated by Family and Household Support and this Procedure shall be followed as with any other Council tenant.

3.3.2 The referral may come directly from the tenant or any other professional. The Single Screening and Duty process shall be followed.

3.3.3 Where the tenant has a support plan with Sheltered Housing, the allocated Family and Household Support worker should inform the Sheltered Housing Visiting Support Officer (SHVSO) of their involvement, and up-date the SHSW throughout their investigation.

3.3.4 Where the Sheltered Housing is an RSL, Owner Occupier, or Private Rented tenancy, the process for each tenancy type shall be applied.

3.4 Temporary Accommodation residents:

3.4.1 Complaints against this temporary accommodation tenants are initially investigated by the Temporary Accommodation Service (TAS).

3.4.2 TAS may refer to Family and Household Support at any point in their own process of investigating a complaint of ASB against one of their tenants.

3.4.3 TAS shall make a referral to Family and Household Support using the FHS referral form. The referral will be received and screened by the FHS Duty Team Leader following the Single Screening and Duty Process and Procedure

3.4.4 The screening will include a consideration of mediation to resolve the matter. If an ASB investigation is required, the allocated Family and Household Support worker shall follow these Procedures for investigating ASB complaints.

3.4.5 At the start of the ASB investigation the Family and Household Support worker and TAS Housing Officer shall, agree:

- Frequency of update on investigation to TAS Housing Officer
- Requirement of TAS Housing Officer involvement (such as introduction to the TAS tenant, availability for joint visits to TAS tenant or person complaining about TAS tenant)

3.4.6 At the end of the investigation the Family and Household Support worker shall:

- Inform the TAS Housing Officer of the outcome of their investigation
- Inform the TAS Housing Officer of any enforcement action to be taken, what that will be and what involvement is required of the TAS Housing Officer
- If the outcome is non-enforcement action, inform the TAS Housing Officer of the reasons
- Inform the TAS Housing Officer of any further action or recommendations being taken
- Inform the TAS Housing Officer when the case is closed.

4.0 Case Allocation: Beginning and Progressing a case, including APP requirements

4.1 All staff shall follow the APP processes and recording requirements:

<G:\SSC\Family & Household Support\General\Training and Induction\Process Map - ASB Complaint on APP.pdf>

<G:\SSC\Family & Household Support\General\Training and Induction\APP Training Manual Mar 19.pdf>

4.2 A Team Leader shall allocate a case on APP to the named FHS worker as the investigating officer following the procedure for case allocation.

4.3 As part of good case management, the investigating officer shall ensure their details are recorded accurately as the allocated/investigating officer for the case.

4.4 The FHS worker shall anticipate that any case could potentially result in enforcement action including legal action, resulting in Council records being used as evidence in court, and the FHS worker, being called to give evidence in court. As such, all actions, communications, and decisions shall be recorded on APP, following the processes and guidance on APP use.

4.6 The allocated FHS worker should, from the time of allocation and throughout the life of the case, ensure the following information is recorded and kept up to date:

- 4 Full name, address and contact details of the person complaining and any changes during the life of the case
- 5 Full name and address of the person complained about (i.e. Person of Interest, if known) and any changes during the life of the case
- 6 DOB/Ages of parties (if this is needed for SG stats then leave out 'if known' - staff will need to ask people for this information at some point)
- 7 Gender of parties
- 8 Ethnicity of parties
- 9 Accommodation tenure of both parties
- 10 Background information, confirm system checks, historical context, previous complaints accommodation history, other professionals involved, other services involved
- 11 Action notes describing communication with the person making the complaint and person being complained about (POI)
- 12 Action notes recording all missed appointments and failed communications with the person complaining and person being complained about
- 13 Before a Person of Interest is spoken to, an Action note that clearly states whether the person complaining has agreed to be identified as the source of the complaint, or stipulated they want to remain anonymous
- 14 Target and Review dates for Person of Interest contacts
- 15 Incident Information and Supportive Evidence

4.6 The Team Leader shall ensure the following reviews are undertaken and record an Action case note for each review.

- 16 5 working day review
- 17 20 working day review
- 18 Case closure agreement action note

5.0 Role of the FHS Investigating Officer (IO)

5.1 The role of the Investigating Officer is:

- 19 To undertake a full and thorough investigation into the circumstances of the complaint of Anti-Social Behaviour
- 20 To make an assessment about their findings
- 21 Based on this assessment, make a recommendation to the Team Leader about any further intervention and action, including, but not restricted to:
 - No further action (non-enforcement)

- Non-enforcement intervention including support
- Enforcement Action (which may also include support).

5.2 The FHS Investigating Officer must up-date APP with each action relevant to the case. This is to:

- 22 Give a clear audit trail of work undertaken by the allocated worker/investigating officer
- 23 Evidence, set-by-step, progress in the case
- 24 Provide evidence of intervention and actions in any court action
- 25 Provide continuity in a case if the case is transferred to a different worker
- 26 Provide the customer with evidence of the work undertaken by the investigating officer in the event of the customer asking to view their records and to provide evidence of impact and outcomes
- 27 To support service governance, oversight, auditing and planning.

5.3 All actions, decisions and interventions must be logged on APP. Examples of actions logged on APP during an investigation or intervention include, but are not restricted to:

- 28 Summary of contact, including date and time, with person making the complaint, Person of Interest (POI), neighbours, and other professionals
- 29 Information from interviews including incident dates and times
- 30 A description of local/localised investigations conducted and the findings
- 31 Names, addresses and contact details of additional witnesses
- 32 All contacts made with other agencies including Police Incident Ref numbers
- 33 Whether the POI has been informed of the complaint and outcome
- 34 Date, time and outcomes of any case management meetings including professional meetings, GIRFE meetings, Escalation Meetings, Short Scottish Secure Tenancy (SSST) reviews and Anti-Social Behaviour Order (ASBO) reviews
- 35 Warning meetings and letters
- 36 Note of case discussion with Team Leader/Manager when it involves a decision around the direction of a case
- 37 Meetings and contact with Council solicitor
- 38 Whether a Family and Household Support Assessment of Need and Risk is required, has been started or has been completed
- 39 Referral to Mediation
- 40 When a referral has been made to another service, agency or organisation
- 41 Case closure outcome and case closure summary (Investigating officer)
- 42 Case closure outcome and case closure authorisation (Team Leader)

6.0 Contacting the customer and starting the ASB Investigation

6.1 The allocated FHS worker shall contact the person making the complaint **within 2 Working Days**.

6.2 Prior to contacting and meeting the person making the complaint, the FHS Investigating Officer shall:

- Check that there is a Screening Action Note giving basic guidance on the reason for allocation of the case, including any initial tasks to be undertaken

- Check the Allocation Note for identified hazards or specific guidance regarding safety and lone working protocol
- If the person making the complaint, or POI, is a council tenant, alert the Housing Officer and seek any relevant information, including any known Hazards
- Request information from Police in respect of any known Hazards including risk of violence, drug use, requirement for a joint visit, single sex visit
- Refer to guidance on conducting interviews conducting interviews

6.3 Prior to any meeting or home visit to the person making a complaint, Family and Household Support workers should always follow the Council's policy on Lone Working and Health and Safety at Work, and FHS's own Lone Working policy.

6.4 If the FHS Investigating Officer identifies any risks or potential risks, the Investigating Officer should:

- Inform the Team Leader
- In consultation with the Team Leader, complete the FHS Risk Assessment form
- Agree a safety plan with the Team Leader
- Record actions and decisions on APP, and,
- The Team Leader shall up-date any other systems as appropriate.

6.5 The FHS Investigating Officer shall contact and arrange a discussion with the person making the complaint about Anti-Social Behaviour to hear their complaint and start to assess the nature of the complaint. A face-to-face meeting is always preferable and is the expectation in all investigations into complaints of Anti-Social Behaviour where requested or appropriate.

6.6 Once allocated to a case, the Investigating Officer shall contact the complainer within **2 Working Days**. In the first instance this shall be by phone, where this information is available. Only when it has not been possible to make contact by phone should the FHS Investigating Officer make contact by e-mail, undertake a planned/unannounced home visit, or by letter. To remain GDPR compliant, non-secure emails must not contain any personal or third party information.

6.7 The purpose of this initial contact includes:

- For the Investigating Officer to introduce themselves to the person making the complaint
- To get an update of any further ASB activity since the initial referral
- For the Investigating Officer to share their contact details and availability with the person for future contact or reporting of complaints during the period of the investigation
- To give initial advice and guidance
- To arrange a suitable time to meet with the person making the complaint, **no later than 5 working days from the date of allocation.**

6.7 If it has not been possible to contact the person making the complaint, or where the person is not responding to phone calls or e-mail, the Investigating Officer shall consider an announced or unannounced visit to the home of the person making the complaint (in line with Lone Working policy). The Investigating Officer shall have a letter prepared to hand-deliver at the home address of the person making the complaint

in case the person is not at home or does not respond. This letter shall have the Investigating Officers contact details including direct land-line phone number, e-mail address, and full postal address.

6.8 Following the initial contact, the FHS Investigating Officer shall arrange to meet with the person making the complaint within **5 Working Days** of when the case was allocated to the Investigating Officer.

6.9 The FHS Investigating Officer shall record all contacts, attempted contacts, and arrangements made with the person making the complaint about Anti-Social Behaviour.

6.10 All reasonable steps must be taken to contact, and wait for a response from, the person making the complaint about ASB before closing a case due to non-response from that person. All reasonable steps include, but are not restricted to:

- Making several phone calls including leaving a voicemail with the Investigating Officers' various contact details (officers direct phone number, and e-mail address)
- e-mailing on more than two occasions
- Making an unannounced visit to the home address of the person making the complaint and leaving a letter with the Investigating Officers contact details as above.
- Sending a letter via the post.

6.11 A reasonable length of time for waiting for a response will require judgement by the Investigating Officer, and ultimately their Team Leader at point of closure authorisation. FHS Investigating Officers must be mindful of the potential difficulties some people may have in responding. Reasons for a non-response could include:

- The person making the complaint is on holiday and not contactable
- An English language difficulty
- There is a comprehension and capacity difficulty
- The person is fearful of reprisals
- The person making the complaint has changed their mind and this is their way of withdrawing their complaint.

6.12 In cases where there has been no response from the person making the complaint, the Investigating Officer shall make a recommendation to their Team Leader if the case should be closed or, due to the nature of the complaint, further investigation should be undertaken.

6.13 In cases where there has been no response from the person making the complaint, the Team Leader, as part of their decision regarding the future direction of the case, shall consider if a police welfare visit to the home should be requested, and/or a referral to Social Care Direct should be made.

6.14 Where the person making the complaint has responded, the FHS Investigating Officer shall meet with them face-to-face. This will likely be in the persons home or a Council office. Alternatively, the Investigating Officer may meet the person in another location, such as the person's workplace, if this is more convenient for the person. In all scenarios, the Investigating Officer must assess the potential risk based on the information they have gathered and follow the appropriate Lone Working policies.

6.15 The purpose of the initial meeting includes, although not restricted to:

- Clarifying the details of the complaint
- Explaining the investigation process which may include taking formal statements from witnesses
- Agreeing frequency of contact with the person making the complaint. Contact shall be a **minimum of every 10 Working Days**. Where contact is more frequent, or the customer wishes less contact, this must be recorded on APP Action notes
- Ensuring the person has the FHS Investigating Officer's full contact details including the Investigating Officer's direct phone number, e-mail address and FHS Locality phone number
- An explanation of enforcement options without raising unrealistic expectations, including what this requires of the person making the complaint
- Explaining the need for co-operation from the person making the complaint to assist with gathering evidence, such as the completion of incident diaries
- Asking about the impact of the Anti-Social Behaviour on the person making the complaint
- Asking for the POI form to be signed, if appropriate
(Aide memoire ; conducting interviews; Person of Interest form)

6.16 If a face-to-face meeting is not possible, suitable, (for whatever reason, including Covid-19 restrictions), or the person making the complaint specifically requests not to meet, or timescales have gone beyond reasonable expectations, the initial contact can take place as a phone call or another approved digital platform (Microsoft TEAMS, Skype). The reason for doing this should be clearly recorded in APP Action records.

6.17 The FHS Investigating Officer shall agree with the person making the complaint a frequency of contact. This shall be a **minimum of every 10 Working Days**. The purpose of the contact includes, but not restricted to:

- To ask if there have been any further incidents of Anti-Social Behaviour which have not been reported to the FHS Investigating Officer
- To give an update to the person making the complaint, where appropriate and within the realms of confidentiality, on what intervention and action has been taken
- To offer support, guidance and advice.

6.18 The FHS Investigating Officer shall keep in regular contact with other professionals involved, receiving and requesting updates. This shall be compliant with the appropriate guidance on confidentiality, data protection and Information Sharing Protocols.

7.0 Progressing an Investigation: Person of Interest and other witnesses

7.1 Person of interest form

7.1.1 The FHS Investigating Officer shall take a prepared POI form out on a first visit to the person making the complaint about ASB.

7.1.2 The FHS Investigating Officer shall request a signature for the POI from. It may be appropriate to leave the POI form with the with the person to consider.

7.1.3 In most circumstances it is preferable to be able to approach the POI seeking a restorative approach, and to resolve the issue and effect change.

7.1.4 If the person making the complaint does not want to be identified, and does not want to sign the POI, explain it may be difficult to resolve the issue, with FHS being limited in what can be done.

7.1.5 Record on APP that the person making the complaint does not want to sign the POI form, that is, not agreeing for FHS Investigating Officer to approach the POI.

7.1.6 The FHS Investigating Officer shall assess whether the ASB Investigation can continue through other means which may include, but is not restricted to:

- A local/localised enquiry/investigation
- Letter-drop
- Speaking with other witnesses or potential witnesses
- Further information and evidence gathering.

7.1.7 The decision to investigate complaints and matters of alleged ASB is the responsibility of the FHS Team Leader and FHS Manager. The decision to undertake and continue with an ASB investigation where the person who has made the complaint does not want to be identified and has not signed the POI, lies with the FHS Team Leader and FHS Manager. All decisions, planned actions and actions undertaken, shall be recorded on APP along with reasons given for the decisions made.

7.1.8 If the ASB Investigation is not able to progress, with or without approaching the POI, the FHS Investigating Officer shall record their recommendation and reasons on APP and discuss other potential options with the Team Leader, including closing the case. Other options may include, but are not restricted to:

- Offering the person support
- Referral to other services

The decision from the discussion between the Team Leader and the FHS Investigating Officer shall be recorded on APP. If the case is to be closed, the Investigating Officer and Team Leader shall follow the closure process

7.1.9 The FHS Investigating Officer shall explain the decision to the person making the complaint and follow the case closure process.

7.1.10 Where the referral has come via a professional, the FHS Investigating Officer shall inform the professional who made the referral of the outcome of the investigation.

7.1.11 Where the FHS Investigating Officer considers it is inappropriate to approach the POI, such as safety issues, or potential for escalation of conflict, the FHS Investigating Officer shall discuss the options with the

Team Leader including, continuing with the ASB investigation without initially approaching the POI. A record of this discussion and plan for the case shall be recorded on APP.

7.1.12 Where the POI form has not being signed but the ASB is continuing, the FHS Investigating Officer shall record on APP:

- The reason it is not appropriate for the POI form to be signed
- The reason for continuing the ASB investigation/enquiry

7.1.13 A decision to disclose to a POI the identity of a complaint source, even where the person making a complaint about ASB agrees to be identified and signs the POI form, requires professional judgement and assessment. The FHS Investigating Officer shall discuss this matter with their Team Leader and agree the best course of action before proceeding with the disclosure.

7.1.14 Factors that the FHS Investigating Officer shall consider before informing the POI of a person's identity include, but are not restricted to:

- Whether disclosing the identity of the person making the complaint is likely to lead to an escalation of conflict
- Whether meeting with the POI may allow the FHS Investigating Officer to identify any supports for the POI
- Whether meeting with the POI and disclosing a person's identity may lead to a further discussion about the potential for Mediation.

7.1.15 The FHS Investigating Officer shall record their decision and reason for disclosing the identity of the person making the complaint about ASB, even when the person agrees to this. Additional factors such as any perceived risk as a result of a disclosure to the POI should be considered/stated.

7.2 Approaching a Person Of Interest

7.2.1 Before approaching a POI the FHS Investigating Officer shall gather as much information as possible to enable a risk assessment:

- Check Screening Action note,
- Check Allocation Action note
- Ensure available systems have been checked
- Check the tenancy tenure and if Council tenancy, communicate with the Housing Officer regarding any risks or hazards, any known background or historical information regarding the POI which may assist in your assessment of the situation
- Follow council Health & Safety and Lone working procedure, and the FHS Lone Working protocols and procedure.

7.2.2 In the first instance, contact should be by phone, where this information is available. Only when it has not been possible, or deemed appropriate, shall the FHS Investigating Officer make contact by other means,

such as an unannounced visit, or letter. Email communication must be GDPR compliant and non-secure emails should not contain any personal, third party or legally privileged information.

7.2.3 The FHS Investing Officer shall contact the POI as soon as possible after meeting with the person making the complaint.

7.2.4 The purpose of contacting the POI is:

- For the Investigating Officer to introduce themselves to the POI
- To make the POI aware that allegations of Anti-Social Behaviour have been made against them, but not to enter into a full discussion
- To arrange to meet with the POI.

7.2.5 The FHS Investigating Officer shall attempt to meet the POI face-to-face.

7.2.6 Prior to contacting and meeting the POI, the FHS Investigating Officer shall:

- Check the Allocation Action Note for identified hazards or specific guidance regarding safety
- If the person making the complaint, or POI, is a council tenant, alert the Housing Officer and seek any relevant information, including any known Hazards
- Request information from Police in respect of any known Hazards including risk of violence, drug use, requirement for a joint visit, single sex visit
- Refer to guidance on conducting interviews conducting interviews

7.3 Interviewing a Person of Interest

See conducting interviews

7.3.1 The purpose of meeting with the POI is:

- To make the POI aware of, and explain, the allegations against them
- Give the POI an opportunity to respond to the allegations
- Explore potential solutions
- For the FHS Investigating Officer to share their contact details if the POI wants to make contact during the investigation

7.3.2 Solutions may include, but are not restricted to:

- Facilitating a resolution between both parties (using a mediation approach)
- Reviewing if formal Mediation might be appropriate
- Considering if the Person Of Interest requires or is seeking support

7.3.3 Where the FHS Investigating Officer discuss the complaint with a POI they should be clear that any complaints are, at that stage, allegations and not corroborated or established events. The objective is to try

to ascertain whether the allegations are valid or unfounded and to take appropriate steps depending on conclusions reached.

7.3.4 The FHS Investigating Officer shall take the opportunity to consider whether the POI might benefit from support and explore this with the Person of Interest.

7.3.5 The location of the meeting with POI can be in the persons home or office or where appropriate and mutually agreed through a digital platform. The decision will be dependent on a number of considerations, including:

- Any known risks or hazards identified
- The stage of the ASB investigation and whether the FHS Investigating Officer is meeting the POI as part of their ASB investigation, or to issue any enforcement action such as a Warning
- On the availability of the POI
- Consideration of any accessibility/mobility needs of the POI

7.3.6 Wherever the meeting takes place, the FHS Investigating Officer shall follow the Council Health and Safety procedures, FHS Lone Working protocols, any local health and safety procedures as appropriate.

7.3.7 The meeting and discussions, along with any decisions made and actions identified, shall be recorded by the FHS Investigating Officer on APP.

7.3.8 In some circumstances it may be appropriate and possible to visit the POI immediately after meeting with the person who is making the complaint. This shall depend upon, and involve:

- A POI form being completed by the person making the complaint
- The FHS Investigating Officer having undertaken a risk assessment, including of the POI, prior to having made the visit to the person making the complaint, and being aware of any potential risks or hazards in relation to the POI
- The FHS Investigating Officer undertaking a dynamic risk assessment, following the FHS Lone Working policy including considering contacting the Team Leader or Duty Team Leader to up-date their whereabouts and requesting a 'call-in-call out' phone call

7.3.9 In such circumstances of approaching a Person Of Interest, the FHS Investigating Officer shall:

- Introduce themselves to the POI
- Explain the reason for their visit
- Make the POI aware that allegations of Anti-Social Behaviour have been made against them
- Give the POI an opportunity to respond to the allegations
- Explore potential solutions
- Share their contact details if the POI wants to make contact in the future

8.0 ASB Investigation Conclusion

8.1 The FHS Investigating Officer shall seek to conclude their initial investigation and record their recommendation(s) with regard further action (enforcement or non-enforcement action) no later than **20 Working Days** from date of case allocation.

8.2 Non-Enforcement Action

8.2.1 Non-Enforcement action may include, but is not restricted to:

- Closing the case with No-Further Action (NFA)
- Case closure with one or more parties being offered on-going support
- One or more parties being sign posted to another service or agency
- Case considered for ongoing support from FHS Volunteer

8.2.2 Closing the case with No-Further Action

The FHS Investigating Officer shall follow the procedure for case closures, including:

- Complete all APP action notes for the case
- Record on APP using the appropriate code, 'Non-Enforcement' and in Action Note write a summary of case involvement and conclusion of ASB Investigation
- Pass case to the Team Leader to authorise closure of the case, and,
- FHS Team Leader shall close the case with an Action note authorising the closure of the case.

8.2.3 Closure of investigation but continuing intervention with support

8.2.4 Where one of the parties is being transferred for support within Family and Household Support, the FHS Investigation Officer shall continue to work with that party as the allocated support worker. Exceptions to this must be discussed agreed with an FHS Team Leader, and the reasons for this must be clearly recorded.

8.2.5 The Team Leader shall continue the allocation of the case to the relevant FHS worker by following the guidance for transferring an APP case to Northgate.

8.2.6 Where more than one of the parties involved is being offered on-going support, the FHS Team Leader shall decide which case is most appropriate for the FHS Investigation Officer to continue to be allocated to.

8.2.7 Where there are no longer grounds to manage the case under APP, but on-going support is required or requested, the case shall be transferred to Northgate by the Team Leader.

8.2.8 Where the party being offered support is not an open case on APP, the FHS Investigating Officer shall consider the case as a new referral, and make an internal referral using the FHS referral form for Family and Household Support, following the Single Screening and Duty Process.

8.3.9 Cases that have been identified for, and where the customer has agreed to, a referral for FHS support shall be treated as a priority for allocation by the FHS Team Leader.

8.3.10 Where it is not appropriate for the FHS Investigating Officer to continue involvement in the case by offering support to the person making the complaint, or the POI, the Team Leader shall:

- Record their decision and reason not to continue with the allocation of that worker, on APP (keeping service and staffing confidentiality)
- Stating there is a 'conflict of interest' is not enough, the 'conflict of interest' should be explained
- Present the case and explain their decision at the next local allocation discussion, and,
- Submit a referral to FHS following the Single Screening and Duty process, and Allocation procedure and guidance.

8.4 Closure of investigation and sign posting customers to another service or agency

Where one or more of the parties are being sign-posted or referred to another service or agency at the end of an investigation, the FHS Investigating Officer shall record the details in the Action notes.

The FHS Investigating Officer shall then:

- Complete all APP action notes for the case
- Record on APP 'Non-Enforcement' using the appropriate APP codes, and write a summary of case involvement and conclusion of ASB Investigation
- Pass the case to the Team Leader to authorise closure of the case
- FHS Team Leader shall close the case with an Action note authorising the closure of the case

9.0 Enforcement Action

9.1.1 The Enforcement Action that can be taken will depend on the tenancy type.

9.1.2 Enforcement action that may be taken, depending on the tenancy type, includes, but is not restricted to:

- Use of an Anti-Social Behaviour Contract with a Young Person
- Issuing written Warnings
- Application to court for an Anti-Social Behaviour Order (ASBO)
- Application to court for right to evict
- Application to court for an Anti-Social Behaviour Notice (ASBN)

9.1.3 Warnings

9.1.4 The Council, in its capacity as a landlord, may issue Warnings to council tenants only. Warnings and warning letters should not be issued to:

- Owner occupiers

- Tenants of private landlords.

9.1.5 Only written Warnings shall be issued. No verbal Warnings shall be issued to tenants.

9.1.6 Where a complaint of Anti-Social Behaviour has been corroborated and a decision has been made to issue a Warning letter:

- A formal appointment letter shall be sent to the tenant of the property where the Anti-Social Behaviour is taking place inviting them to attend a meeting with the FHS Investigating Officer. This applies even if the tenant is not the person responsible for the Anti-Social Behaviour. The tenant is responsible for the behaviour of visitors.
- Interviews shall take place in a Council building and not in the persons home
- Where this is not possible, due to health issues or mobility issues for example, the FHS Investigating Officer shall follow the Lone Working protocol, and undertake a risk assessment including requesting relevant information from Police Scotland and considering Police attendance, before agreeing to the home visit
- Where the person does not attend the office appointment, and it is deemed inappropriate to undertake a home visit, this shall be agreed with the Team Leader, and the reasons/risks recorded on APP. The Warning letter shall be hand-delivered to the property in the company of a witness. A risk assessment shall be undertaken. It may be appropriate to ask Police to attend the letter delivery.
- Where it is not possible to hold an office appointment or home visit, the FHS Officer should make all reasonable attempts to speak to the tenant by telephone, on-line digital platform or communicate via e-mail, making every attempt to explain the reasons for the Warning and giving an opportunity for the tenant to give their views.

9.1.7 The purpose of the meeting is:

1. If this is a first meeting with the person being complained about:
 - Explain the allegations of Anti-Social Behaviour
 - Make the person aware of the investigation and conclusion
 - Allow the person an opportunity to explain the situation from their perspective
 - Make a final decision about issuing the Warning if new information emerges.
2. To explain the reasons for the Warning (without divulging the source of the complaint if this has not been disclosed)
3. To ensure the potential consequences of further Anti-Social Behaviour are explained
4. To explore options for support to the person being issued the Warning. This may relate directly to the reasons for the cause of the Anti-Social Behaviour or relate to other concerns the person may raise.

9.1.8 The Warning letter shall detail:

- The reason for the written Warning
- Any action agreed at the meeting

- Consequences of any future Anti-Social Behaviour.

9.1.9 Within **2 Working days** of the meeting to issue the Warning, the Investigating Officer shall record the outcome of the meeting and Warning on APP, along with starting the case closure.

9.1.10 There shall be no monitoring period following the issuing of the Warning. If there is no further intervention or enforcement action, the Investigating Officer shall proceed to case closure.

9.1.11 Where there is a view that a period of monitoring should be in place, this shall be considered as exceptional. The Team Leader shall record an Action note stating:

- The reason for the monitoring period
- The length of time of the monitoring period
- A date to review the case, no later than **20 Working Days**

9.1.12 When the Warning has been issued and APP updated, the FHS Investigating Officer shall close the case, following the closure process which includes:

- Writing a summary of involvement and conclusion of the case, including a recommendation the case be closed
- Ensuring all case/action notes are up to date
- Ensuring the correct APP codes are used
- Pass the case to the Team Leader for closure
- The Team Leader shall follow the case closure process.

9.1.13 Where a decision has been made to continue to work on the case, the Team Leader shall record an Action note on APP:

- The reason for continued involvement
- The planned intervention
- An anticipatory exit or end date to allow progression to case closure
- It is not enough for an Action note to state that a case is open for 'monitoring' of the case

When an owner/occupier

Warning letters for breach of tenancy agreement due to Anti-Social Behaviour shall not be issued to owner occupiers. As an owner occupier, the owner does not have a tenancy agreement with the council.

However, a '**Letter of Cooperation**' shall be issued to an owner occupier where this is appropriate.

Where a 'Letter of Cooperation' is to be issued to a private owner, the FHS Investigating Officer shall issue a formal letter inviting the owner and any other residents as appropriate, to attend a meeting.

Where it is not possible to hold an office appointment or home visit, the FHS Officer should make all reasonable attempts to speak to the tenant by telephone, on-line digital platform or communicate via e-mail, making every attempt to explain the reasons for the Warning and giving an opportunity for the tenant to give their views.

A letter of co-operation should state:

- The nature of the complaint of Anti-Social Behaviour
- The conclusion of the investigation (evidence of the ASB)
- The nature of the request for co-operation
- Potential consequences if further reports of ASB are received

Further Enforcement Action:

Antisocial Behaviour Order

The local authority has the power to apply to the Sheriff court for an AntiSocial Behaviour Order on any citizen, regardless of tenancy tenure. Registered Social Landlords (RSL's) also have the power to apply for the orders. In general, RSL's are responsible for investigating their own complaints of Anti-Social Behaviour and as such make decisions regarding enforcement action they may wish take, including applying to sheriff court for the granting of an antisocial behaviour order As an Antisocial Behaviour Order is not restricted to any tenancy tenure, ASBO's can also be used where a person is of no fixed abode or lives outside of the local authority area but has behaved in an antisocial way within the boundaries of the City of Edinburgh council.

Antisocial Behaviour Orders are not criminal penalties and are not intended to punish the person responsible for the antisocial behaviour. The use of Antisocial Behaviour Orders should be considered as a preventative step that acts to protect people in the community affected by antisocial behaviour from further acts of antisocial behaviour.

Family and Household Support officers can and should consider the use of Antisocial Behaviour Orders as a useful and appropriate court order that can be used in the attempt to bring about change in an individual's behaviour and act to prevent further alarm and distress caused by acts of Anti-Social Behaviour. In some circumstances the change required may be environmental and the exclusion of an individual or group if individuals to an area, may bring about the appropriate change required.

Where an FHS Investigating Officer assesses the use of an Antisocial Behaviour Order as an appropriate action, they must discuss this with an FHS Team Leader in the first instance.

Where the FHS Team Leader is of the view that consideration of an application for an Antisocial Behaviour Order is appropriate, the FHS Team Leader shall request an internal case discussion with the FHS Manager. This case discussion should include the overseeing FHS Team Leader, FHS Investigating Officer and FHS Manager.

The purpose of the case discussion is:

- To provide the FHS Manager an opportunity to review the case
- For the Team Leader and FHS Investigating Officer to provide a summary of the background of the case
- For the FHS Team Leader and Investigating Officer to provide a summary of the actions taken to date
- To ensure other options have been considered/explored/exhausted
- To provide a plan detailing the next step, including consideration of a formal referral to the council solicitor with the recommendation of applying for an Anti-Social behaviour Order.

Where it is agreed that a formal referral to the council solicitor shall be made, Family and Household Support staff shall follow the 'Guidance for Preparation for Legal Action including Anti-Social Behaviour Orders and Decree's for Eviction'.

Evictions:

The local authority, in its role as a landlord, can make an application to court for a decree for eviction. Family and Household Support do not have delegated responsibility as landlord for council tenancies. This sits with the Housing and Regulatory service under the Locality Housing Operations Manager.

Where an FHS Investigating Officer assesses the use of an eviction as the most appropriate action, the FHS Investigating Officer must discuss this with an FHS Team Leader in the first instance.

Where the FHS Team Leader is of the view that consideration of an application for a decree for eviction is appropriate, the FHS Team Leader shall request an internal case discussion with the FHS Manager. This case discussion should include the overseeing FHS Team Leader, FHS Investigating Officer and FHS Manager.

The purpose of the case discussion is:

- To provide the FHS Manager an opportunity to review the case
- For the Team Leader and FHS Investigating Officer to provide a summary of the background of the case
- For the FHS Team Leader and Investigating Officer to provide a summary of the actions taken to date
- To ensure other options have been considered/explored/exhausted
- To provide a plan detailing the next step, including consideration of a formal referral to the council solicitor with the recommendation of applying for a decree for eviction.

Where it is agreed that a formal referral to the council solicitor shall be made, Family and Household Support staff shall follow the 'Guidance for Preparation for Legal Action including Anti-Social Behaviour Orders and Decree's for Eviction'

Where Family and Household Support are recommending that a decree for eviction is sought, the FHS Manager shall inform the Housing Operation Manager in writing of the intention of Family and Household

Support to make the referral to the council solicitor with the view to instructing an application for a decree for eviction.

Where Family and Household Support are recommending that a decree for eviction is sought, the FHS Manager shall inform and seek advice and guidance from the locality Housing Manager prior to the application to court being made. The purpose of the contact with the Locality Housing Manager is:

- To inform of the Housing Operation Managers intention of Family and Household Support to instruct the council solicitor on an application of decree for eviction
- To discuss if there are any other options available to the Housing Operations Manager other than considering eviction
- To agree roles and responsibilities leading up to, and after the granting of the decree for eviction.

Enforcement Action with on-going support

There may be occasions where the FHS Investing Officer concludes that both Enforcement Action and support is required in a case.

The FHS Investing Officer shall proceed with the appropriate Enforcement Action. The FHS Investigating Officer shall offer support to the POI while taking enforcement action.

The FHS Team Leader shall decide on a case-by-case basis if the FHS Investigating Officer can continue as the allocated support worker for the case.

The Team Leader shall record their decision and reason on APP. Stating a 'conflict of interest' as a reason for the FHS Investigating Officer not continuing in the case, is not an adequate record without explaining why the situation creates a conflict of interest.

Where the Enforcement Action leads to a closure of the APP case, the Team Leader shall follow the process for transferring a case from APP to Northgate.

Where the Team Leader decides the support should be passed to another worker and not the Investigating Officer, the Team Leader shall:

- Record their decision and reason not to continue with the allocation on APP (keeping service and staffing confidentiality)
- Stating that there is a 'conflict of interest' is not enough, the 'conflict of interest' must be stated and explained
- Present the case at the next local allocation discussion
- Justify and explain their decision at the local weekly allocation discussion, and
- Submit a referral to FHS in-line the Single Screening and Duty process, and Allocation procedure and guidance.

Such cases shall be considered as a priority for allocation by the FHS Team Leaders.

RESPONSIBILITIES

KNOWN RISKS

RETENTION PERIOD

RECORD	LOCATION	RESPONSIBLE OFFICER	RETENTION PERIOD

ASSOCIATED DOCUMENTS

DOCUMENT	TYPE
Title of document, where possible hyperlink to location.	(e.g. legislation, process, forms)
Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland (link).	Scottish Government Guidance
Developing a Community Safety Narrative for Scotland	Guidance document
Antisocial Behaviour etc. (Scotland) Act 2004	Legislation
Housing Tenancy Agreement	Case specific
Family and Household Support Referral Criteria 2018 (Professionals)	Guidance document
Family and Household Support Referral form	Document

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Policy and Sustainability Committee

10am, Tuesday, 20 April 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 – referral from the Governance, Risk and Best Value Committee

Executive/routine
Wards
Council Commitments

1. For Decision/Action

- 1.1 The Governance, Risk and Best Value Committee has referred the attached report to the Policy and Sustainability Committee for information.

Andrew Kerr

Chief Executive

Contact: Martin Scott / Natalie Le Couteur, Committee Services, Strategy and Communications Division, Chief Executive's Service

E-mail: martin.scott@edinburgh.gov.uk / Natalie.le.couteur@edinburgh.gov.uk

Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

- 2.1 On the 23 March 2021 the Governance, Risk and Best Value Committee (GRBV) considered 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. 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.
- 2.2 The Governance, Risk and Best Value Committee agreed:
- 2.2.1 To note the status of the overdue Internal Audit (IA) findings as at 10 February 2021.
- 2.2.2 To refer the report to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.
- 2.2.3 To agree to revise the timescale on outstanding action 107 which had a 2024 close date to an earlier date.
- 2.2.4 To agree that the 30 outstanding actions which were over a year old would return to GRBV for scrutiny in May 2021 or later subject to the Chief Internal Auditor and Convenor of GRBV's discussion

3. Background Reading/ External References

- 3.1 [Governance, Risk and Best Value Committee – 23 March 2020– Webcast](#)
- 3.2 Minute of the Governance, Risk and Best Value Committee - 23 March 2021

4. Appendices

Appendix 1 – report by the Chief Internal Auditor

Governance, Risk and Best Value Committee

10:00am, Tuesday, 23 March 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021

Item number	
Executive/routine	Executive
Wards	
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Committee:
- 1.1.1 notes the status of the overdue Internal Audit (IA) findings as at 10 February 2021; and,
 - 1.1.2 refers this paper to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

Lesley Newdall

Chief Internal Auditor

Legal and Risk Division, Resources Directorate

E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021

2. Executive Summary

Open and overdue Internal Audit findings

- 2.1 Following the Corporate Leadership Team (CLT) decision to temporarily reallocate capacity within directorates to prioritise focus on the closure of IA findings in November 2021, IA has noted a consistent increase in the number of overdue findings and management actions now proposed for closure by management, mainly driven by the Place and Resource Directorates. However, this is offset by an ongoing increase in the overall number of findings and management actions becoming overdue.
- 2.2 During the period 30 October 2020 to 10 February 2021 a total of 29 findings (14 open and 15 overdue) and 72 management actions have been closed following review by IA, within a positive monthly trend evident in the number of management actions closed.
- 2.3 There has been no significant change in the historic ageing profile of overdue findings, although there is a consistent increase evident in the number of findings less than 90 days overdue and the number of management actions where the latest implementation date has been missed. This confirms that ongoing focus is required to ensure that future implementation dates are achieved and not missed.
- 2.4 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

Ownership

- 2.5 Ownership of open IA findings previously owned by the former Executive Director of Communities and Families and Head of Strategy and Communications have now been reallocated to relevant Senior Managers.

Current position as at 10 February 2021

- 2.6 A total of 115 open IA findings remain to be addressed across the Council as at 10 February 2021. This includes the one remaining historic finding and excludes open

and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.

- 2.7 With regard to resolution of the 26 historic overdue findings reopened in June 2018, only one overdue finding remains and validation of this is in progress.
- 2.8 During the period a total of 29 findings (14 open and 15 overdue) and 72 management actions have been closed across the Council following review by IA.
- 2.9 Of the 115 currently open IA findings:
 - 2.9.1 a total of 47 (41%) are open, but not yet overdue;
 - 2.9.2 68 (59%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 11% in comparison to the October 2020 position (48%).
 - 2.9.3 68% of the overdue findings are more than six months overdue, reflecting a decrease of 4% in comparison to October 2020 (72%) with 24% aged between six months and one year and 44% more than one year overdue.
 - 2.9.4 evidence in relation to 20 of the 68 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and
 - 2.9.5 48 overdue findings still require to be addressed.
- 2.10 The number of overdue management actions associated with open and overdue findings where completion dates have been revised more than once since July 2018 is 74, reflecting a decrease of 4 when compared to the October 2020 position. This excludes the four-month date extension that was applied to reflect the impact of Covid-19.

Key Performance Indicators

- 2.11 Recognising the impacts of Covid-19, IA key performance indicators (KPIs) have not been applied to audits completed by IA during the current plan year, however IA has noted an increase in the time required to agree and finalise IA reports.
- 2.12 It is also acknowledged that IA is currently taking longer to respond to increased volumes of requests to validate closure of management actions whilst progressing delivery of the 2020/21 annual plan.

3. Background

- 3.1 Overdue findings arising from IA reports are reported monthly to the Corporate Leadership Team (CLT) and quarterly to the GRBV Committee.
- 3.2 This report specifically excludes open and overdue findings that relate to the Edinburgh Integration Joint Board (EIJB) and the Lothian Pension Fund (LPF). These are reported separately to the EIJB Audit and Assurance Committee and the Pensions Audit Sub-Committee respectively.

- 3.3 Findings raised by IA in audit reports typically include more than one agreed management action to address the risks identified. IA methodology requires all agreed management actions to be closed in order to close the finding.
- 3.4 The IA definition of an overdue finding is any finding where all agreed management actions have not been evidenced as implemented by management and validated as closed by IA by the date agreed by management and IA and recorded in relevant IA reports.
- 3.5 The IA definition of an overdue management action is any agreed management action supporting an open IA finding that is either open or overdue, where the individual action has not been evidenced as implemented by management and validated as closed by IA by the agreed date.
- 3.6 Where management considers that actions are complete and sufficient evidence is available to support IA review and confirm closure, the action is marked as 'implemented' by management on the IA follow-up system. When IA has reviewed the evidence provided, the management action will either be 'closed' or will remain open and returned to the relevant owner with supporting rationale provided to explain what further evidence is required to enable closure.
- 3.7 A 'started' status recorded by management confirms that the agreed management action remains open and that implementation progress ongoing.
- 3.8 A 'pending' status recorded by management confirms that the agreed management action remains open with no implementation progress evident to date.
- 3.9 An operational dashboard has been designed to track progress against the key performance indicators included in the IA Journey Map and Key Performance Indicators document that was designed to monitor progress of both management and Internal Audit with delivery of the Internal Audit annual plan. The dashboard is provided monthly to the Corporate Leadership Team to highlight any significant delays that could potentially impact on delivery of the annual plan.

4. Main report

- 4.1 The 115 open IA findings across the Council have been split into the following two categories to enable separate monitoring and reporting of the historic findings that were reopened in June 2018:
 - 4.1.1 Current findings (114 in total) shows progress with findings raised, tracked, and reported on as part of the routine IA assurance cycle; and
 - 4.1.2 Historic overdue findings (1 in total) highlight progress with closure of the 26 historic findings that were reopened in June 2018.
- 4.2 A total of 68 open IA findings (67 current and 1 historic) are overdue.
- 4.3 The movement in open and overdue IA findings during the period 30 October 2020 to 10 February 2021 is as follows:

Analysis of changes between 30/10/20 and 10/02/2021					Analysis at 10/02/2021	
	Position 30/10/20	Added	Closed	Position 10/02/21	Current	Historic reopened
Open	126	3	(14)	115	114	1
Overdue	61	15	(8)	68	67	1

Current Overdue Findings

- 4.4 Of the 115 currently open findings, 68 (59%) comprising 19 High; 39 Medium; and 10 Low rated findings are now 'overdue'.
- 4.5 However, IA is currently reviewing evidence to support closure of 20 of these findings (6 High, 10 Medium and 4 Low), leaving a balance of 48 overdue findings (13 High; 29 Medium; and 6 Low) still to be addressed.

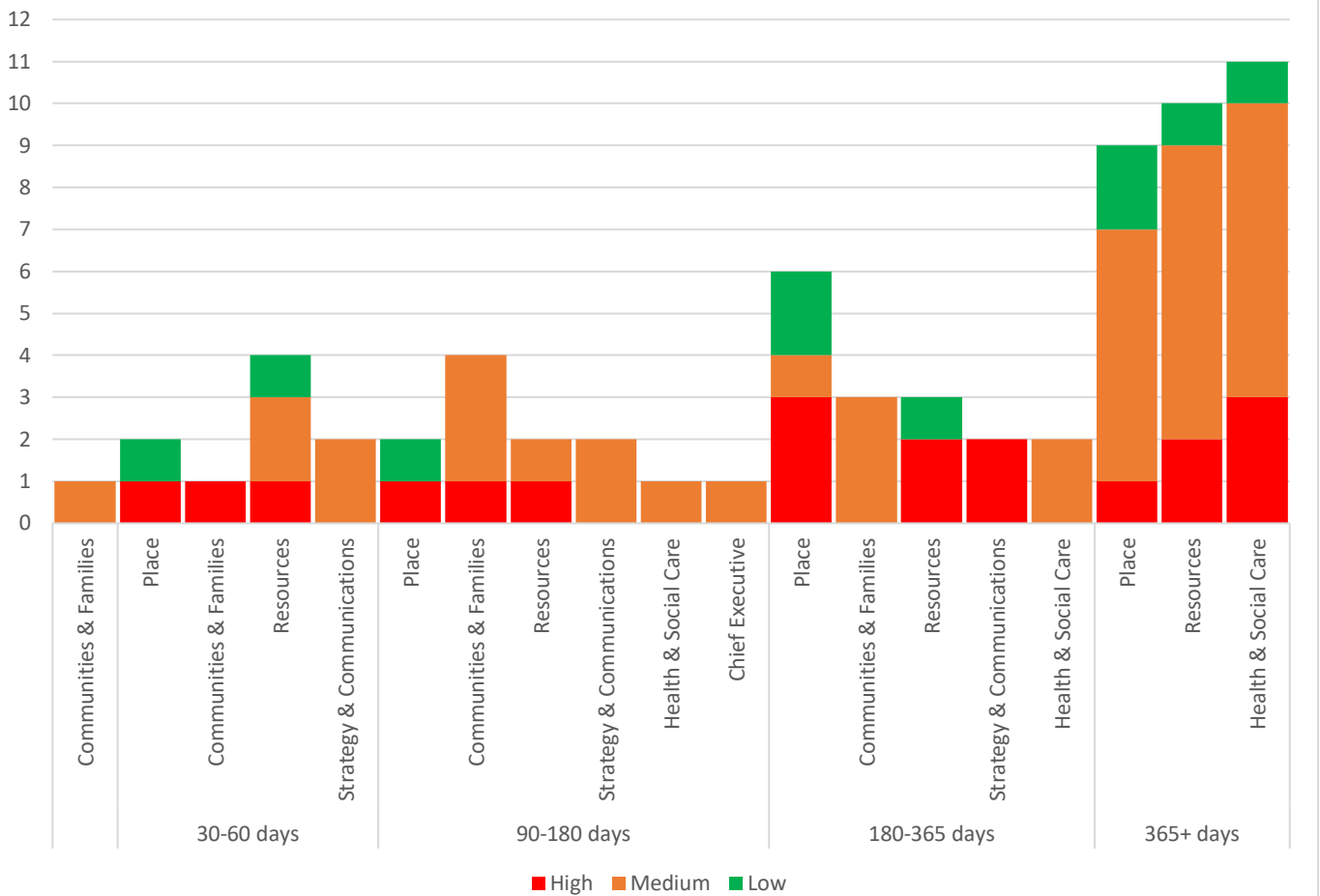
Historic Overdue Findings

- 4.6 IA is currently reviewing evidence recently provided to support closure of the one final remaining medium rated historic finding. This work will be completed by March 2021.

Overdue findings ageing analysis

- 4.7 Figure 1 illustrates the ageing profile of all 68 current and historic overdue findings by rating across directorates as at 10 February 2021.

Figure 1: Aged Overdue Findings by Ratings across Directorates



4.8 This analysis of the ageing of the 68 overdue findings outlined below highlights that Directorates continue to make good progress with resolving findings between six months and one-year overdue, as the proportion of those findings, has decreased. However, this is offset by an increase in the proportion of findings less than six months overdue across the quarter.

- 10 (14%) are less than 3 months (90 days) overdue, in comparison to 13% as at October 2020;
- 12 (18%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 15% as at October 2020;
- 16 (24%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 28% as at October 2020; and,
- 30 (44%) are more than one year overdue, with no change in comparison to the position as at October 2020.

4.9 It should be noted that findings more than 180 days old include the one remaining medium rated historic finding to be closed (see 4.6 above) that is currently being reviewed by IA.

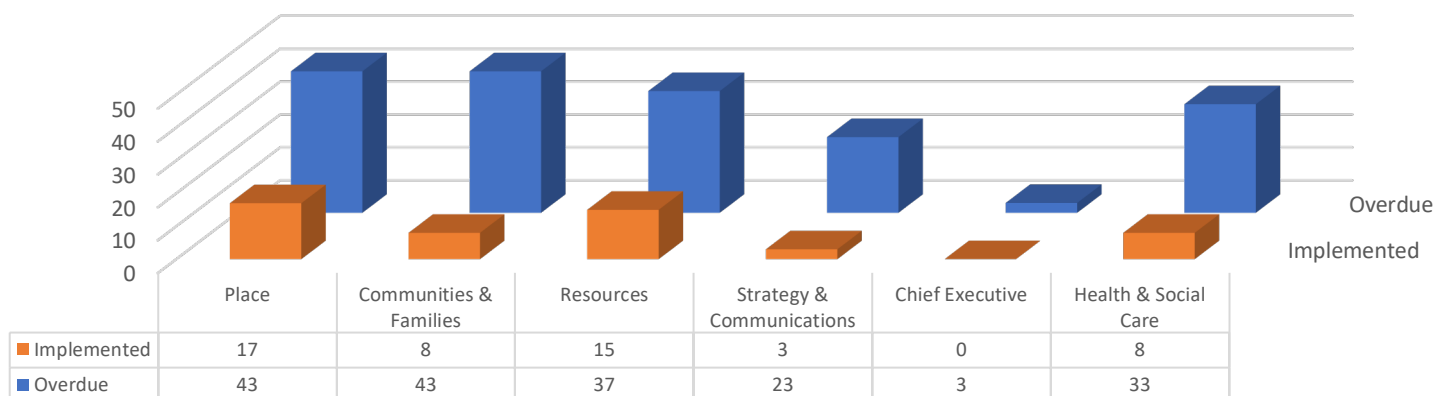
Findings Closed Based on Management's Risk Acceptance

- 4.10 One Low rated finding originally raised in the Waste and Cleansing Performance Management Framework audit completed in August 2019 has been closed by IA during the period where management has accepted a low of risk associated with the original IA finding.

Agreed Management Actions Analysis

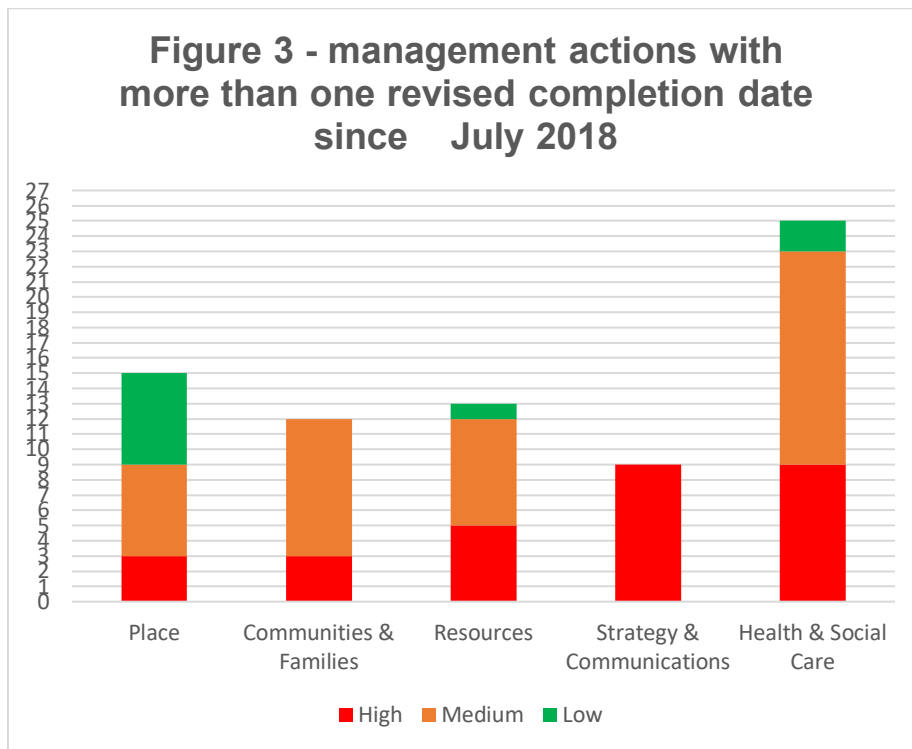
- 4.11 The 115 open IA findings are supported by a total of 315 agreed management actions. Of these, 182 (58%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 10% increase from the October 2019 position (48%).
- 4.12 Of the 182 overdue management actions, 51 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 131 to be addressed.
- 4.13 Appendix 2 provides an analysis of the 182 overdue management actions highlighting:
- their current status as at 10 February 2021 with:
 - 51 implemented actions where management believe the action has been completed and it is now with IA for validation;
 - 102 started where the action is open, and implementation is ongoing; and
 - 29 pending where the action is open with no implementation progress evident to date.
 - 76 instances (42%) where the latest implementation date has been missed; and
 - 74 instances (41%) where the implementation date has been revised more than once.
- 4.14 Figure 2 illustrates the allocation of the 182 overdue management actions across Directorates, and the 51 that have been passed to IA for review to confirm whether they can be closed.

Figure 2: Overdue and Implemented Management Actions by Directorate



Revised Implementation Dates

- 4.15 Figure 3 illustrates that there are currently 74 open management actions (including those that are overdue) across directorates where completion dates have been revised between one and five times since July 2018. This number excludes the automatic extension applied by IA to reflect the impact of Covid-19.
- 4.16 This reflects a decrease of 4 in comparison to the position reported in October 2020 (78).
- 4.17 Of these 74 management actions, 29 are associated with High rated findings; 36 Medium; and 9 Low, with the majority of date revisions in Health and Social Care Partnership.



Key Performance Themes Identified from the IA Dashboard

- 4.18 The IA dashboard has not been applied in the current plan year as the Council continues to focus on its Covid-19 resilience response.

5. Next Steps

- 5.1 IA will continue to monitor the open and overdue findings position, providing monthly updates to the CLT and quarterly updates to the Governance, Risk and Best Value Committee.

6. Financial impact

- 6.1 There are no direct financial impacts arising from this report, although failure to close findings and address the associated risks in a timely manner may have some inherent financial impact.

7. Stakeholder/Community Impact

- 7.1 If agreed management actions supporting closure of Internal Audit findings are not implemented, the Council will be exposed to the service delivery risks set out in the relevant Internal Audit reports. Internal Audit findings are raised as a result of control gaps or deficiencies identified during reviews therefore overdue items inherently impact upon effective risk management, compliance and governance.
















8. Background reading/external references

- 8.1 [Internal Audit report - Historic Internal Audit Findings - May 2018 Committee - Item 7.3](#)
- 8.2 [Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020 – Paper 8.3](#)

9. Appendices

- 9.1 Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Actions
- 9.2 Appendix 2 – Internal Audit Overdue Management Actions as at 10 February 2021

Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Action

	<u>30/10/2020</u>		<u>07/12/2020</u>		<u>11/01/2021</u>		<u>10/02/21</u>		<u>Trend</u>
IA Findings									
Open findings	126	100%	123	100%	119	100%	115	100%	Not applicable
Not yet due	65	52%	59	48%	45	38%	47	41%	Not applicable
Overdue findings	61	48%	64	52%	74	62%	68	59%	
Findings Closed (open and Overdue)	6	N/A	3	N/A	4	N/A	7	N/A	
Overdue - IA Validating	10	16%	12	19%	17	23%	20	30%	
High Overdue	18	30%	19	30%	23	31%	19	28%	
Medium Overdue	33	54%	36	56%	41	55%	39	57%	
Low Overdue	10	16%	9	14%	10	14%	10	15%	
<90 days overdue	8	13%	11	17%	16	22%	10	15%	
90-180 days overdue	9	15%	7	11%	9	12%	12	18%	
180-365 days overdue	17	28%	21	33%	20	27%	16	23%	
>365 days overdue	27	44%	25	39%	29	39%	30	44%	
Management Actions									
Open actions	376	100%	364	100%	340	100%	315	100%	Not applicable
Not yet due	197	52%	175	48%	138	41%	133	42%	Not applicable
Overdue actions	179	48%	189	52%	202	59%	182	58%	
Actions Closed (Open and Overdue)	10	N/A	12	N/A	27	N/A	33	N/A	
Overdue - IA Validating	20	11%	39	21%	52	26%	51	28%	
Latest date missed	44	25%	60	32%	73	36%	76	42%	
Date revised more than once	76	42%	86	46%	82	41%	74	41%	

Trend Analysis - key

	Adverse trend - action required
	Stable with limited change
	Positive trend with progress evident

No trend analysis is performed on open findings and findings that are not yet due as these numbers will naturally increase when new IA reports are finalised

Appendix 2 - Internal Audit Overdue Management Actions as at 10 February 2021

Glossary of terms

1. Project – This is the name of the audit report.
2. Owner – The Executive Director responsible for implementation of the action.
3. Issue Type – This is the priority of the audit finding, categorised as Critical; High; Medium; or Low
4. Issue – This is the name of the finding.
5. Status – This is the current status of the management action. These are categorised as:
 - Pending (the action is open and there has been no progress towards implementation),
 - Started (the action is open, and work is ongoing to implement the management action), and
 - **Implemented** (the service area believes the action has been implemented and this is with Internal Audit for validation).
6. Agreed Management action – This is the action agreed between Internal Audit and Management to address the finding.
7. Estimated date – the original agreed implementation date.
8. Revised date – the current revised date. **Red** formatting in the dates field indicates the last revised date is overdue.
9. Number of revisions – the number of times the date has been revised since July 2018. **Amber** formatting in the dates field indicates the date has been revised more than once.
10. Contributor – Officers involved in implementation of an agreed management action.

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Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
1	Policy Management Framework CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register Gavin King, Democracy, Governance and Resilience Senior Manager	High	CE1902 - 1.2c Policy Register review: Ongoing review of policy register – Strategy and Communications Implemented	A working group led by Strategy and Communications with representation from Internal Audit and each Directorate will be established to identify and implement a process to support timely review and upload of approved policies, and Integrated Impact Assessments (IIA) for inclusion within the online register. Following this, further actions to meet the recommendations will be communicated to all Directorates and Divisions.	Estimated Date: 30/11/2020 Revised Date: 31/12/2020 No of Revisions 1	Chris Peggie Donna Rodger Laura Callender Ross Murray

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
2	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(a) - Review of Schools Admissions Policy</p> <p>Implemented</p>	<p>Following review, the policy will be presented to the Education, Children and Families committee for review and approval. The Executive Director of Communities & Families will be the policy owner, with the Senior Education Officer responsible for operational review and oversight.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
Page 540	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.2 - Review & Update of School Websites</p> <p>Implemented</p>	<p>A communication will be issued to all schools to request a review of their school website to ensure: current academic year handbooks are published; links to relevant content on the Council website remain current; only standard approved Council forms are published; and all privacy notices published on School websites are directly linked to the Council's statement.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
4	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>CF1901 Issue 2.1(b): Committee on Pupil Student Support Remit, Review & Recording of Outcomes</p> <p>Implemented</p>	<p>Decisions and outcomes of the annual meeting of the Committee on Pupil Student Support will be documented, and a process implemented to ensure that the outcomes are addressed by the Council. Consideration will be given to reviewing and updating the remit of the Committee. Committee members will be provided with training and support to enable them to fulfil their role in line with the agreed remit.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 30/11/2020 No of Revisions 1</p>	<p>Andy Gray Arran Finlay Donna Rodger Hayley Barnett Lesley Birrell Nickey Boyle Ruth Currie</p>
<p>Page 541</p> <p>5</p>	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 5: Provision of Training & Support</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 5: Induction and annual refresher training programme</p> <p>Implemented</p>	<p>Following conclusion of the working group, Communities and Families will develop a programme of training which includes input across all services areas involved will be designed and delivered to schools' senior leadership teams to ensure that they are aware of and understand: Revised policy and procedures where relevant Applicable legislative and regulatory requirements and Council policies The end to end capacity planning, admissions and appeals process, including management of waiting lists Roles, responsibilities and accountabilities of all teams involved in the process Data access, security, and retention requirements Conflicts of interest requirements Parent and carer engagement guidance Details of ongoing support and information available to manage capacity planning in relation to late placing requests and</p>	<p>Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				upheld appeals, including timetabling and accommodation adjustments		
6	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.1: Review and Refresh of the project file review process.</p> <p>Implemented</p>	<p>Agreed actions will be implemented as recommended by Internal Audit. The project team will work to an end of January date for implementation of the quality assurance within the project team with an end of February date for Internal Audit to review the process applied.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
Page 542	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.2: Process communication and training</p> <p>Implemented</p>	<p>Agreed actions will be implemented as recommended by Internal Audit. The project team will work to an end of January date for implementation of quality assurance within the project team with an end of February date for Internal Audit to review the process applied.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
8	<p>Historic Unimplemented Findings</p> <p>MIS1601 - issue 1 Budgetary Impact</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>Recommendation 1 - Budgetary Impact</p> <p>Implemented</p>	<p>The R&M budget for 2016/17 will be closely monitored as services are now procured direct from suppliers and an imbedded due diligence process has been developed. This will inform the budget setting process, but it should, however, be noted that this has historically been based on availability and not need.</p>	<p>Estimated Date: 31/03/2017</p> <p>Revised Date: 29/06/2018</p> <p>No of Revisions 0</p>	<p>Audrey Dutton Gohar Khan Layla Smith Michelle Vanhegan Murdo MacLeod Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
9	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.1(2): ATEC 24 Review of Operational Processes - Call Prioritisation Implemented	2. Call prioritisation procedures will be designed and implemented, including recording the rationale for call prioritisation and delivery of training to staff. A review schedule for these procedures will be implemented with the last review date and date of next scheduled review clearly identifiable i.e. every 3 years.	Estimated Date: 29/11/2019 Revised Date: 01/02/2021 No of Revisions 2	Angela Ritchie Craig O'Donnell Tom Cowan
10	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.4(1): ATEC 24 Quality Assurance Framework - Methodology Implemented	1. A documented quality assurance process aligned to Technology Enabled Care Services Association (TSA) guidelines will be developed and communicated for call handling and response visits. The process will include quality assurance roles and responsibilities, frequency and scope of quality assurance checks, sampling methodologies to be applied.	Estimated Date: 30/04/2020 Revised Date: 01/02/2021 No of Revisions 2	Angela Ritchie Craig O'Donnell Tom Cowan
11	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.4(2): ATEC 24 Quality Assurance Framework - Application Implemented	2. Quality assurance outcomes will be linked to supervision and training and performance objectives, with regular one to ones scheduled to ensure action is taken to address any competence issues or gaps identified.	Estimated Date: 30/04/2020 Revised Date: 01/02/2021 No of Revisions 2	Angela Ritchie Craig O'Donnell Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
12	Emergency Prioritisation & Complaints CW1806 Issue 2: ATEC 24 Customer Engagement Judith Proctor, Chief Officer	Low	CW1806 Issue 2.1(1): ATEC 24 Customer Feedback - Implementation of Process Implemented	1. Feedback processes to obtain input from service users will be implemented. These should be incorporated into a continuous improvement programme for service delivery, with improvement actions appropriately allocated and monitored.	Estimated Date: 31/01/2020 Revised Date: 01/02/2021 No of Revisions 2	Angela Ritchie Craig ODonnell Tom Cowan
13	Emergency Prioritisation & Complaints CW1806 Issue 2: ATEC 24 Customer Engagement Judith Proctor, Chief Officer	Low	CW1806 Issue 2.1(2): ATEC 24 Customer Feedback - Tracking and Communication Implemented	2. Benefits and service improvements made as a result of customer feedback will be tracked and communicated both externally to customers, and internally to the service.	Estimated Date: 31/01/2020 Revised Date: 01/02/2021 No of Revisions 2	Angela Ritchie Craig ODonnell Tom Cowan
14	ICT System Access Rights CW1809 Financial Systems Access Controls - Development of Overarching Action plan Stephen Moir, Executive Director of Resources	High	CW1809 - Development of Overarching Action plan Implemented	Digital Services has confirmed that they will own the findings raised from this review and will work (in conjunction with other divisions such as information governance; finance; and human resources) to create an appropriate action plan to address the risks identified. The action plan will initially focus only on the Council's key financial systems and will consider all of the recommendations made by Internal Audit in this report. It is also acknowledged that the risks that have been highlighted are not exclusively limited to financial systems and could also extend to the Health and Social Care Partnership (the Partnership). Consequently, the action plan will include guidance to be applied by all system administrators across the	Estimated Date: 28/02/2020 Revised Date: 01/07/2020 No of Revisions 0	Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 545				<p>Council. This will be communicated and shared with the expectation that it will be applied across all systems and divisions, including those that deliver services on behalf of and provide support to the Partnership. Following distribution of the guidance, discussions will be held with Internal Audit to determine whether the remaining systems used across the Council should be subject to a separate audit to confirm whether the user administration guidance is being consistently applied. Once the plan has been prepared and resources to support implementation identified and agreed with relevant divisions, timeframes for implementation of individual system plan actions will be discussed and agreed with Internal Audit. The plan will be prepared by March 2020.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="text-align: center;">15 Page 546</p>	<p>Digital Services Change Initiation</p> <p>CW1901 Change Initiation: Issue 1 - Inconsistencies in the change management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	<p style="text-align: center;">Medium</p>	<p>CW1901: Recommendation 1.2.1 - Review of service levels for CGI review and response to change requests</p> <p style="text-align: center;">Implemented</p>	<p>Service levels for CGI review of and responses to change requests will be reviewed and consideration given to implementing the following changes where this is possible within the terms of the current contract: creating bespoke service levels for individual complex change requests with any additional costs associated with bespoke service levels incorporated into the cost of the change request. Where bespoke service levels are agreed, a process will be established to ensure that these are communicated to both Digital Services and the change requestor. CGI and the Council will also consider and implement (if appropriate) an initial review of change requests to confirm that they are of an acceptable level of quality and include sufficient information to support an initial assessment of the requirement for a Data Privacy Impact Assessment prior to acceptance. Progress against delivery of both standard and bespoke service levels for CGI review of and response to change requests will continue to be monitored by both the Council and CGI via established governance processes.</p>	<p style="text-align: center;">Estimated Date: 31/12/2020 Revised Date:</p> <p style="text-align: center;">No of Revisions 0</p>	<p>Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
16	<p>Digital Services Change Initiation</p> <p>CW1901 Change Initiation: Issue 1 - Inconsistencies in the change management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1901: Recommendation 1.2.2 - Defined point for assessment for DPIAs for simple changes</p> <p>Implemented</p>	<p>A clearly defined point for assessment of the requirement for Data Privacy Impact Assessments (DPIAs) for simple changes will be agreed; incorporated within the change request process (Remedy submission forms); and consistently applied.</p>	<p>Estimated Date: 31/12/2020 Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>
Page 7 547	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1905 Rec. 1.1d: Health and Social Care Partnership - Divisional and directorate supply chain management</p> <p>Implemented</p>	<p>As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.</p>	<p>Estimated Date:30/10/2020 Revised Date: No of Revisions0</p>	<p>Angela Ritchie Moir Pringle Tom Cowan Tony Duncan</p>
18	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.1 - Roles and Responsibilities for managing complaints helpline</p> <p>Implemented</p>	<p>Access to the complaints database will be arranged for all team members involved in the complaint handling process with supporting files saved in secured shared drives. Contingency access arrangements will also be developed and implemented.</p>	<p>Estimated Date: 31/01/2021 Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
19	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.2 - Transferring temporary complaints records and updating performance statistics</p> <p>Implemented</p>	<p>The complaints cases that were recorded on the temporary spreadsheet will be transferred to the complaints database and the performance statistics retrospectively updated. Management will also be advised of any significant changes in performance statistic resulting from the retrospective update.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>
Page 548	<p>Life Safety</p> <p>CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>CW1910 Rec. 4.1.2 Housing Property Services – fire safety inspections in low rise properties</p> <p>Implemented</p>	<p>Housing Property Services will investigate the feasibility of implementing a technology solution to enable recording of the outcomes of fire inspections in low rise buildings where the Council has responsibility with Digital Services. If a solution is feasible, a change request for implementation of the new system will be prepared and submitted to CGI, the Council's technology partner.</p>	<p>Estimated Date: 18/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Coburn Alistair Latona Michael Thain Patricia Blore Willie Gilhooly</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 549	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.2 - Agreed Management Action – Establish an accurate population of Council drivers</p> <p style="background-color: green; color: black; text-align: center;">Implemented</p>	<p>1. An e mail will be prepared and issued by the Executive Director of Place. This will include an explanation of the requirement for Council vocational and grey fleet drivers to complete and return the DVLA driver licence check permissions forms to Fleet Services and include a date for completion. The e mail will also reinforce the escalation process to be applied where that driving permission forms are not received and will confirm that driver permits will be revoked where completed forms are not returned on time. 2. Fleet services will engage with the Business Hub team within Strategy and Communications and to determine what support can be provided to enable effective resolution of the current position and the nature of ongoing support required. 3. This action is already in progress as a number of leavers have now been removed from the Fleet Services Tranman driver database. Once all permission forms have been received, a full reconciliation will be performed. Subsequent reconciliations will then be performed monthly and will be moved to quarterly if no significant issues are experienced. 4. Reports are currently received monthly from the Business Hub (Strategy and Communications) and Per Temps for agency workers, but these include all leavers and do not specifically highlight those who are drivers. As part of our engagement with the Strategy and Communications</p>	<p>Estimated Date: 01/11/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 550				<p>Business Hub, we will determine whether leaver reports can be provided that include details of vocational and grey fleet drivers. If this is not possible, we will engage with Continuous Improvement to determine whether it is possible to design and implement an electronic process that compares the employee data in the leavers reports with the data retained in the Fleet Services Tranman driver database to identify those leavers who are drivers. If this is not possible, a manual comparison will continue to be performed and leavers who are drivers will be removed from the Tranman database and advised to Davis</p> <p>5 and 6 - Once the data cleanse and reconciliation has been performed, the Council will have an accurate record of all known vocational, grey fleet, and agency drivers that details where checks have been performed and permits issued. The ongoing reconciliation to be performed at 2 above will ensure that this remains complete and accurate 7. E Davis will perform the licence checks as soon as permission forms are received by them. Davis also provides management information in relation to permissions that are due to expire. MI re permissions that are due to expire.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
22	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.3 - Driver permit revocation</p> <p>Implemented</p>	<p>1. A standard reminder e mail will be prepared by the Head of Place Development and issued to employees and their line managers where permission forms have not been received 10 days prior to their expiry. 2. The e mail will highlight that driver permits will be revoked if they are not received by the required date, and employees and line managers will be made aware that they are no longer eligible to drive for the Council and 9for vocational and agency drivers) that they are no longer covered by Council insurance. 3. and 4 Permits will be revoked where permission forms are not received on time and e mail confirmation provided to employees and line managers reminding them that they can no longer drive on behalf of the Council.</p>	<p>Estimated Date: 04/05/2020</p> <p>Revised Date: 29/01/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
23	<p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 1: Digital strategy and governance</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1914 Rec 1.3 - Architectural roadmap</p> <p>Implemented</p>	<p>The digital strategy will be supported by a digital roadmap. The roadmap will be designed to understand both existing and future technology system requirements across Council directorates and divisions, including existing shadow IT systems and the potential future use of shadow IT to support ongoing service delivery. This road map will be prepared in consultation with divisions and directorates. A process will be established to ensure that all new technology procurement requests are considered by the enterprise architecture governance forum together with the register of shadow IT to inform final procurement / system development decisions. This will include a RACI document that clearly defines who should be responsible; accountable; consulted; and informed for all relevant aspects of enterprise architecture governance between the Council and its technology partners CGI.</p>	<p>Estimated Date: 17/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Bell Nicola Harvey</p>
24	<p>Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management</p> <p>Risk and Supplier Performance Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 1 - Risk Management</p> <p>Implemented</p>	<p>A contracts management risk register will be developed describing, prioritising, and addressing risks to delivery. The risk register will be shared with and approved by the Core group by January 2018. The risk register will be refreshed quarterly and reviewed by the Core Group.</p>	<p>Estimated Date:30/03/2018</p> <p>Revised Date:01/03/2021</p> <p>No of Revisions 4</p>	<p>Angela Ritchie David Williams Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
25	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation Judith Proctor, Chief Officer	Medium	Rec 5 - Records Management Policy Implemented	Records retention policy: Direction will be requested from the Information Governance team in relation to Records Management Policy requirements and how they should be applied to retention, archiving and destruction of contract management information. Any lessons learned will be shared with the Health and Social Care contracts management team.	Estimated Date: 30/03/2018 Revised Date: 01/02/2021 No of Revisions 5	Angela Ritchie David Williams Tony Duncan
26	Non-Housing Invoices Schedule of Rates Stephen Moir, Executive Director of Resources	Medium	New non-housing contractor framework Implemented	The non-Housing contractor framework will be re-tendered during 2017. The inclusion of detailed best-value and due-diligence options will be considered as part of the process. This may include schedule of rates, gain share, penalties etc or a combination.	Estimated Date: 31/08/2017 Revised Date: 31/03/2019 No of Revisions 2	Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Murdo MacLeod Peter Watton
Page 557	Non-Housing Invoices Availability of documentation Stephen Moir, Executive Director of Resources	Medium	CAFM Implemented	It is anticipated that CAFM will be in operational use (services being implemented on a rolling programme thereafter) in early 2017 with a non-Housing R&M implementation process in place for FY 2017/18	Estimated Date: 01/04/2017 Revised Date: 31/08/2018 No of Revisions 1	Audrey Dutton Gohar Khan Layla Smith Michelle Vanhegan Murdo MacLeod Peter Watton
28	Local Development Plan Financial Modelling Paul Lawrence, Executive Director of Place and SRO	High	Funding Implemented	Challenge of infrastructure proposals will be performed at the LDP Action Programme oversight group. Complete and agree Financial Model of 2018 LDP Action Programme Annual Report to CLT and F&R Committees Prepare update to Financial Model in line with next LDP project plan.	Estimated Date: 31/03/2018 Revised Date: 01/10/2020 No of Revisions 2	Alison Coburn Claire Duchart David Leslie David Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
29	<p>Planning and S75 Developer Contributions</p> <p>Ongoing management of developer contributions</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>PL1802 Iss 3 Rec 3.2</p> <p>Ongoing maintenance of developer contributions</p> <p>Implemented</p>	All recommended actions will be implemented as set out above (in IA recommendations).	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Hugh Dunn</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Rebecca Andrew</p>
30	<p>HMO Licensing</p> <p>PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1803 Issue 1.2</p> <p>Escalation of system issues</p> <p>Implemented</p>	The Place Directorate has previously reported on operational performance issues to the Regulatory Committee in 2018. The Place Directorate will include a full assessment of system issues with APP within a wider performance report due to be submitted to Regulatory Committee in the last quarter of 2019/20. This report will include an update on proposed project plan for APP Cx	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Andrew Mitchell</p> <p>David Givan</p> <p>George Gaunt</p> <p>Grace McCabe</p> <p>Isla Burton</p> <p>Michael Thain</p> <p>Sandra Harrison</p>
31	<p>HMO Licensing</p> <p>PL1803 Issue 3 - Operational Performance and Reporting</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>PL1803 Issue 3.6</p> <p>HMO Key Performance Indicators and Performance Reporting</p> <p>Implemented</p>	The Regulatory Committee were previously advised that HMO performance data would be excluded whilst the Licencing introduced the significant change of moving towards a three-year licensing system. Performance reports therefore only included Civic and Taxi data in the period 2015-2018. Licencing will be reporting to Regulatory Committee on the first cycle of three-year licencing for HMO's prior to the setting of Licensing Fees for 2020/21 in early 2020. The Directorate will include within that report relevant performance data and make recommendations for	<p>Estimated Date: 31/01/2020</p> <p>Revised Date: 01/06/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>Andrew Mitchell</p> <p>David Givan</p> <p>George Gaunt</p> <p>Grace McCabe</p> <p>Isla Burton</p> <p>Michael Thain</p> <p>Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				approval for performance targets ongoing performance targets.		
32	<p>Waste & Cleansing Services - Performance Management Framework</p> <p>PL1807 Issue 1: Waste and Cleansing Performance Management Framework</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1807 1.3 Waste and Cleansing Policy</p> <p>Implemented</p>	The Policy Handbook will not be updated to reflect items suitable for inclusion in residual waste bins as it is not updated frequently enough to ensure that this information would be up to date and accurate. A clearer link to the Scottish Government's Code of Practice on Litter and Refuse guidance will be included in all customer communications and on the website.	<p>Estimated Date: 27/12/2019</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Andy Williams</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p>
Page 555	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 4. Roads - Management of public liability claims</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1808 - 4.1 Management of public liability claims</p> <p>Implemented</p>	A new process will be developed within the Confirm system which requires reconciliation between accident claim enquiries and those logged on the Local Authority Claims Handling System (LACHS) system.	<p>Estimated Date: 28/05/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Jamie Watson</p> <p>Jordan Walker</p> <p>Nicole Fraser</p> <p>Sean Gilchrist</p>
34	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 4. Roads - Management of public liability claims</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1808 - 4.2 Management of public liability claims</p> <p>Implemented</p>	Quarterly meetings will be arranged between the Safety Inspection team and the Insurance team to identify trends and areas of focus. This process will be designed and implemented by the Team Leader, Safety Inspections to be appointed as part of the ongoing restructure.	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Jamie Watson</p> <p>Nicole Fraser</p> <p>Sean Gilchrist</p>

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<p style="text-align: center;">35</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 556</p>	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting - Inventory and Maintenance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	<p>Medium</p>	<p>PL1810 Issue 2: Rec 1 - Street lighting inventory completeness and electrical testing results</p> <p style="background-color: #00FF00; display: inline-block; padding: 2px;">Implemented</p>	<p>Clear processes will be designed and implemented to ensure that: all street lighting additions and removals are accurately recorded on Confirm; electrical testing outcomes are completely and accurately recorded on Confirm; and progress with testing is accurately monitored and reconciled. These processes will be included in the Street Lighting Operational Guide (developed under Finding No 3 below). With this action being inextricably linked with the ongoing Energy Efficient Street Lighting Programme, implementation will be phased (on a Ward by Ward basis) within six months of completion of each Ward within the Programme, with full completion by 30 June 2022. It has been agreed with Internal Audit that an implementation date of 20 December 2019 has been agreed with Internal Audit, enabling them to perform sample testing across the wards that have been completed at that time.</p>	<p>Estimated Date:20/12/2019</p> <p>Revised Date:01/02/2021</p> <p>No of Revisions</p> <p style="font-size: 1.5em;">3</p>	<p>Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
36	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting - Inventory and Maintenance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>PL1810 Issue 2: Rec 2 - Street Lighting Inventory Checks</p> <p>Implemented</p>	<p>The processes (designed and implemented above) will include a monitoring arrangement, with quarterly checks made to confirm the completeness and accuracy of the inventory in Confirm. With this action being inextricably linked with the ongoing Energy Efficient Street Lighting Programme, implementation will be phased (on a Ward by Ward basis) within six months of completion of each Ward within the Programme, with full completion by 30 June 2022. It has been agreed with Internal Audit that an implementation date of 20 December 2019 has been agreed with Internal Audit, enabling them to perform sample testing across the wards that have been completed at that time.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/02/2021 No of Revisions 3</p>	<p>Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth</p>
37	<p>Property Maintenance</p> <p>Monitoring of outstanding jobs</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>Monitoring of outstanding jobs</p> <p>Implemented</p>	<p>The AS400 system does not allow recoding or reporting on completion until invoice stage. Contractors are already confirming when jobs complete to agreed SLAs (M&E in particular). This includes outstanding jobs. New contracts being procured will require all contracts to report on performance, but this is not anticipated to be complete until end 2017 by which time CAFM will also be in place. CAFM will support monitoring of outstanding works orders. In the meantime, as noted in Finding 2, an interim monitoring/tracking process has been developed for condition survey high risk/urgent items</p>	<p>Estimated Date: 31/12/2017 Revised Date: 31/05/2019 No of Revisions 3</p>	<p>Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Murdo MacLeod Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
38	<p>Drivers</p> <p>Management and use of Driver Permits and fuel FOB cards</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Management and use of Driver Permits and Fuel FOB cards Rec 4</p> <p>Implemented</p>	Fleet Services will perform an exercise to remove all historic leavers from their database and advise the external third party who performs the annual licence checks to ensure that no subsequent checks are performed on former employees;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 3</p>	<p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p> <p>Scott Millar</p> <p>Steven Wright</p>
Page 558	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents Rec 3</p> <p>Implemented</p>	Quarterly analysis of driving incidents will be performed and provided to Service Areas with a request that any recurring themes or root causes are incorporated into ongoing driver training;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 01/12/2020</p> <p>No of Revisions 2</p>	<p>Adam Fergie</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p> <p>Scott Millar</p> <p>Steven Wright</p>
40	<p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1808: Issue 1: Recommendation 4.1 - User access controls</p> <p>Implemented</p>	CGI indicated that the full recommendations made by the external auditor could not be implemented without significant change to the contract and at a notable additional cost. CGI provided the Council and the External Auditors with details of the current oversight of the CGI Wintel and UNIX password policies. Current ongoing evidence of this oversight via the Security Working Group will be provided to external audit, a statement confirming the risk acceptance by the Executive Director of Resources will be prepared,	<p>Estimated Date: 31/05/2019</p> <p>Revised Date: 01/10/2019</p> <p>No of Revisions 0</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Mike Brown</p> <p>Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				approved, signed, and provided to Scott Moncrieff.		
41	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.1(4): Completeness and accuracy of the contract register - Place</p> <p>Implemented</p>	Place A recent review of the contracts register was carried out. However, an annual review of the contracts register will be undertaken to ensure that the Council's contracts register is completely and accurately populated for all Place contracts, with contract tiering assessments and accurate contract manager details included.	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Lynne Halfpenny</p> <p>Michael Thain</p>
Page 559	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>RES1809 Issue 1.4(3): Review of contract waivers - C&F</p> <p>Implemented</p>	Communities and Families Recommendations accepted. We have reduced the need for waivers through the development of framework arrangements and contracts that are in place. However, we will review the waivers currently in place and report this to Communities and Families Directorate Senior Management Team meeting with the Corporate and Procurement Services commercial partner.	<p>Estimated Date: 27/03/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Anna Gray</p> <p>Claire Thompson</p> <p>David Hoy</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
43	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1814 - Facilities Management SLA: Issue 1.1 Key Performance Indicators</p> <p>Implemented</p>	<p>A suite of KPI's is currently being developed in conjunction with the Communities & Families. While an element of these are service led, Facilities Management are keen to ensure a customer led component to these. These KPI's will be based on industry standards and will be linked to Facilities Management performance data and the outcomes of quality assurance reviews. Once agreed, KPI's will be communicated through training sessions, web updates and included in the SLA and janitorial handbook which is distributed both to staff and to our customers and key stakeholders. Monthly dashboards will be produced highlighting performance against indicators. These will be both for internal service use and for customer reporting.</p>	<p>Estimated Date:31/03/2020</p> <p>Revised Date:01/08/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Audrey DuttonGohar KhanLayla SmithMark StenhouseMichelle VanheganPeter Watton</p>
44	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>Facilities Management SLA: Issue 1.3 Ongoing quality assurance reviews</p> <p>Implemented</p>	<p>Ongoing quality assurance reviews will be established as described above. In addition to using these to measure the efficacy of our SLA delivery, these are required as part of the ISO 9001/45001 certification process and designed to give us comfort over the robustness of our policies, procedures and supporting documentation.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
45 Page 561	<p style="text-align: center;">CGI Subcontract Management C/f 2018/19</p> <p>1 Council oversight of CGI subcontract management</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>1.1 Assessment of the criticality of CGI sub-contractors</p> <p style="text-align: center;">Implemented</p>	<p>Digital Services will: Perform a review, with the assistance of CGI where appropriate, of the remaining population of 65 sub-contractors that are not currently classified as key sub-contractors to determine whether they should be reclassified as 'key sub-contractors' based on the criticality of their role in supporting delivery of Council services, or the value of their contracts in comparison to the aggregate charges forecast included in the CGI contract. This review will consider the criticality of Council applications and infrastructure supported by these sub-contractors in comparison to divisional application and system recovery requirements and will ensure that the gaps noted in the CNT spreadsheet in relation to missing contractors; expired purchase orders; and criticality of applications have been addressed. Where the review highlights any significant changes, the outcomes will be provided to the relevant Council and CGI partnership governance forums together with a request that CGI implements the supplier management arrangements specified in the contract to any new key sub-contractors. Review of CGI sub-contractors will be scheduled for completion annually, and the process outlined above applied.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 01/01/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
46	Digital Services Incident and Problem Management RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution Stephen Moir, Executive Director of Resources	Low	RES1907 Recommendation 1.1.1 - Incident Reports Implemented	Agreed – updates will be provided into the problem management records that feed into the Problem Review Board.	Estimated Date: 31/12/2020 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey Richard Burgess
47	Digital Services Incident and Problem Management RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution Stephen Moir, Executive Director of Resources	Low	RES1907 Recommendation 1.1.2 - Partnership Board and Client Service Reports Implemented	Agreed – the Client Service reports, and Partnership Board documents will be amended in relation to problem records to make reference to updates of the problem records being recorded in the Problem Review Board input.	Estimated Date: 31/12/2020 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey Richard Burgess
48	Social Media - Controls over access to SM Accounts 3. Social media training Michael Pinkerton, Media Manager	Medium	CE1901 Rec3.3 Ongoing delivery of social media training Implemented	Strategy and Communications will engage with Human Resources to ask that face to face social media training is advertised through the Council's e learning (CECil) programme with courses made available at an appropriate frequency, and confirm whether there is scope for courses within the available budget.	Estimated Date: 29/01/2021 Revised Date: No of Revisions 0	David Ure Donna Rodger

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
49	Local Development Plan Governance arrangements over infrastructure appraisals Paul Lawrence, Executive Director of Place and SRO	Medium	Infrastructure Governance arrangements Implemented	Establish and agree appropriate roles, resources and the responsibilities for delivery the above matters as an early action in the project plan for LDP 2. Oversight will be provided by the Project Board to ensure that all individual appraisals performed across Service Areas have applied these recommendations. (sept 18)	Estimated Date: 31/03/2018 Revised Date: 01/10/2020 No of Revisions 2	Alison Coburn Claire Duchart David Leslie David Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison
Page 563	Planning and S75 Developer Contributions End to end developer contribution processes, procedures, and training Paul Lawrence, Executive Director of Place and SRO	High	PL 1802 Iss 2 Rec 2.1 process documentation, guidance, and standardised documentation Implemented	Planning is working with Finance and Legal Service on a number of key areas of the end to end process. Significant progress has been made including; the pilot and use of a transport officer proforma, to identify and detail infrastructure requirements; and the introduction of standard legal agreements. Planning continues to work with legal services to finalise developer contribution templates for planning officers and this will inform a standardised approach to key consultee infrastructure requests. All Internal Audit recommendations will be implemented as detailed above (with the exception of 3), with Planning leading the process. As an alternative to IA recommendation 3, the rationale detailing why either no agreement; or a section 69 or 75 agreement has been developed and applied, will be documented.	Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0	Alison Coburn Alison Henry Annette Smith Bruce Nicolson David Leslie David Givan George Gaunt Graham Nelson Hugh Dunn Kevin McKee Michael Thain Michelle Vanhegan Nick Smith Rebecca Andrew

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
51	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents</p> <p>Implemented</p>	Six monthly reporting will be provided to the Corporate Leadership Team together with details of relevant actions taken.	<p>Estimated Date:01/10/2019</p> <p>Revised Date:01/12/2020</p> <p>No of Revisions</p> <p>1</p>	<p>Adam FergieAlison CoburnClaire DuchartDavid GivanGareth BarwellGeorge GauntKaty MillerMartin YoungNicole FraserScott MillarSteven Wright</p>
52	<p>Portfolio Governance Framework</p> <p>CE1801 Issue 1: Project and portfolio management and scrutiny</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>CE1801 Issue 1.4: Whole of life toolkit</p> <p>Pending</p>	Strategic Change and Delivery will include guidance for project managers on whole life costing based on the approach adopted by finance	<p>Estimated Date: 29/05/2020</p> <p>Revised Date: 01/10/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Donna Rodger</p> <p>Hugh Dunn</p> <p>Rebecca Andrew</p> <p>Simone Hislop</p>
53	<p>Social Media - Controls over access to SM Accounts</p> <p>1. Social media operational framework</p> <p>Michael Pinkerton, Media Manager</p>	High	<p>CE1901 Rec1.5 Social Media Risks</p> <p>Pending</p>	The risks associated with the ongoing use of social media that are highlighted in this report will be assessed and recorded in the Strategy and Communications risk register together with details of mitigating actions to ensure that they are addressed.	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions</p> <p>0</p>	<p>David Ure</p> <p>Donna Rodger</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
54	<p>Social Media - Controls over access to SM Accounts</p> <p>3. Social media training</p> <p>Michael Pinkerton, Media Manager</p>	Medium	<p>CE1901 Rec3.2 Refresh of social media training materials</p> <p>Pending</p>	<p>1. Existing training materials and the e learning module content will be reviewed and refreshed with support from Human Resources (where required) to ensure that it is aligned with applicable legislation and regulations. 2. The e learning module will be updated to ensure that sufficient information is provided prior to testing and that correct answers are provided to incorrect responses. 3. Ownership of the content of the social media e learning model will be agreed between Strategy and Communications and Human Resources.</p>	<p>Estimated Date: 25/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>David Ure Donna Rodger</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 566	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>CE1902 - 1.2b Policy Register review: Initial review of online policy register – Place</p> <p>Pending</p>	<p>Following receipt of the Directorate policy register extract provided by Strategy and Communications, each Directorate will perform an initial review of their section of the policy register to identify out of date and draft documents. A status update will be provided to Strategy and Communications for each document currently published online, to confirm whether the published version is the most up to date approved version and no immediate action is required. is out of date but has been recently reviewed and reported to Committee in the annual policy assurance statement – a copy of the most recent version held by the Directorate or Division will then be sent to by Strategy and Communications for publication on the current online register. is out of date or in draft with no recently approved version available. Strategy and Communications will then remove the current online version from the online policy register and note that the document is being reviewed. Strategy and Communications will update the current online policy register on the basis of returns and Directorates will commence their wider policy review set out at 1.2d.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain Veronica Wishart</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
56	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1a Policy framework – definitions for policies, procedures, and guidance</p> <p>Pending</p>	<p>Clear definitions will be established for policies; procedures; and guidance and will reflect that policies outline the Council's response to legislation; regulations and statutory requirements, specifying what the Council will do to ensure compliance, whilst procedures and guidance detail how policy objectives will be achieved. The definitions will be agreed by the Corporate Leadership Team and The Policy and Sustainability Committee and will be communicated across all Council Directorates and Divisions.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Beth Hall</p> <p>Donna Rodger</p> <p>Kevin Wilbraham</p> <p>Laura Callender</p>
Page 567	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1b Policy framework - First- and second-lines roles and responsibilities</p> <p>Pending</p>	<p>Following the outcomes of the Working Group (see recommendation 1.2c), First line (directorate) and second line (Strategy and Communications) roles and responsibilities in relation to the policy management framework and confirmation of its ongoing application will be communicated across Directorates and Divisions and included in the guidance published on the Orb.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Donna Rodger</p> <p>Laura Callender</p>
58	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and</p>	Medium	<p>CE1902 3.1c Policy framework - review of guidance, templates and orb pages</p> <p>Pending</p>	<p>Guidance and supporting templates on the Orb will be reviewed and refreshed to include links to agreed policy definitions and templates and the policy register and checks performed to confirm that these can be accessed.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Laura Callender</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Resilience Senior Manager					
59	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(a) - Review of Operational Forms</p> <p>Pending</p>	<p>The remit of the working group led by the Communities and Families Senior Education Officer will include a review of all admissions forms published on the Council website and Orb to ensure that they remain fit for purpose and include all necessary accessibility and privacy statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 568 60	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(b) - Online Application Form</p> <p>Pending</p>	<p>Development of a single online application form will be led by Customer Transactions Team as discussions already underway with internal automation team and Transactions have successfully introduced online applications in other areas of the business.</p>	<p>Estimated Date:31/12/2020</p> <p>Revised Date:01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
61	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(c) - Issue of 'Request Granted' Letters</p> <p>Pending</p>	<p>The working group remit led by the Communities and Families Senior Education Officer will include consideration of continued need for formal 'request granted template letters or whether an email to parents / guardians is an acceptable alternative option. Where emails are the preferred option, guidance will be provided to schools to ensure that the terms and limitations of the placement offer are included.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 569 62	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(d) - Issuing Standard Letters & Forms</p> <p>Pending</p>	<p>A communication will be issued by Schools and Life Long Learning management to all schools reminding them to comply with placing request processes as outlined on the Orb, including the requirement to: issue a standard request refusal letter for all application refusals which includes all required paragraphs and is supported by a copy of the frequently asked questions document; and use standard Council forms only. The communication will advise schools to provide feedback where standard forms are not considered to meet the needs of the school, for example, if an additional section for course subjects studied at secondary school is required. Feedback from schools will be considered as part of the working group's review of operational forms.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
63	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.1(a): Committee on Pupil Student Support Recording of Officer Review</p> <p>Pending</p>	<p>Communities and Families, Committee Services and Transactions will ensure the officer review of the annual placing request list and the rationale supporting recommendations made to the Committee on Pupil Student Support from 2020 onwards is formally documented.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 574	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.3(a): Validation of Registration & Enrolment Applications</p> <p>Pending</p>	<p>A reminder will be sent to all schools to reinforce the requirement to confirm that adequate and valid evidence is provided to support all registrations and enrolments, including two matching proofs of address aligned with the address provided in the application.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
65	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of</p>	High	<p>CF1901 Issue 2.3(b): Quality Assurance Checks in Schools</p> <p>Pending</p>	<p>Schools business managers will be instructed to undertake sample quality assurance checks of evidence obtained from parents to support applications to ensure compliance with procedures. This will include completion of checks prior to completion of enrolment processes. Checking of completion will form part of the Communities and Families Self-</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Schools & Lifelong Learning			Assurance Framework from 2021 onwards.		
66	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.4: Managing Conflicts of Interest</p> <p>Pending</p>	<p>Guidance will be developed for use in all schools to ensure any conflicts of interest are recorded and managed appropriately. This will include Business Manager review and Head Teacher sign off where necessary.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
Page 571 67	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.1: Access to Personal Data</p> <p>Pending</p>	<p>Files and shared folders will be reviewed, and appropriate access permissions and password controls implemented.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
68	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.2: Secure Email Transmission</p> <p>Pending</p>	<p>The Information Governance Unit and Digital Services will be engaged to discuss the recipients; nature and sensitivity of information transmitted via email to establish whether the current method is appropriately secure or whether additional steps are required. This will include consideration of email data classification labels where deemed appropriate.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 572	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(b): Document Retention & Disposal; Schools</p> <p>Pending</p>	<p>A communication will be issued to schools to request that retention schedules and destruction logs are established to ensure records are managed and disposed of in line with the Council's retention schedule.</p>	<p>Estimated Date:30/06/2020</p> <p>Revised Date:22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
70	<p>PVG and Disclosures</p> <p>CF1904: Issue 1 - PVG membership for individuals in schools</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1904: Rec 1.2c - Monitoring volunteers who are employees</p> <p>Pending</p>	<p>A communication will be issued by Communities and Families to Active Schools to advise that a 'Short Scheme Record' is required for all volunteers who are City of Edinburgh employees. In addition, Communities and Families seek written assurance from Active Schools, on a six-monthly basis to confirm that all volunteers who carry out regulated work within schools</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				have a current PVG scheme membership.		
71	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.1(7): ATEC 24 Review of Operational Processes - Key Safes Pending	7. The key safe business case, or an alternative approach, will be progressed and an installation programme implemented to allow the numbers of individual safes to be maximised.	Estimated Date: 30/04/2020 Revised Date: 01/05/2021 No of Revisions 1	Angela Ritchie Craig O'Donnell Tom Cowan
72	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.4(3): ATEC 24 Quality Assurance Framework - Review Pending	3. Where systemic themes or trends are identified from quality assurance reviews, management will consider whether existing operational processes should be revisited.	Estimated Date: 30/04/2020 Revised Date: 01/05/2021 No of Revisions 1	Angela Ritchie Craig O'Donnell Tom Cowan
73	Brexit impacts - supply chain management CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1905 Rec. 1.1c: Communities and Families - Divisional and directorate supply chain management Pending	As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.	Estimated Date: 30/10/2020 Revised Date: No of Revisions 0	Andy Gray Bernadette Oxley Crawford McGhie Michelle McMillan Nichola Dadds Nickey Boyle

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
74	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CW1905 Rec. 1.1e: Strategy and Communications - Divisional and directorate supply chain management</p> <p>Pending</p>	<p>As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision(8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.</p>	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Andy Nichol Donna Rodger Gillie Severin Michael Pinkerton Paula McLeay</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
75	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 2: Brexit governance and risk management</p> <p>Andrew Kerr, Chief Executive</p>	Medium	<p>CW1905- Recom. 2.1a: Resilience team - Adequacy & effectiveness of the Brexit risk management & governance process</p> <p>Pending</p>	<p>Resilience presented a report on Brexit planning, preparedness and governance to the Corporate Leadership Team on 8 July and will subsequently be presented to the Policy and Sustainability Committee. This includes proposals for the cessation of the cross-party Brexit working group, with all Brexit resilience planning taken forward through the Council resilience group. The paper also proposes that the Council Incident Management Team (CIMT) considers Brexit alongside Covid-19 and includes Brexit as a standing item on CIMT agendas from September 2020. Once approved by the Policy and Sustainability Committee, these new governance arrangements will be implemented. Resilience will coordinate review of the corporate Brexit risk register, in conjunction with the Commercial and Procurement Service and Corporate Risk Management teams for consideration at the CLT risk committee.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Donna Rodger</p> <p>Gavin King</p> <p>Mary-Ellen Lang</p>
76	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.3 - Development and communication of complaints handling guidance</p> <p>Pending</p>	<p>3. Complaint handling procedures and guidance will be developed and maintained and shared with all relevant team members as recommended.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson</p> <p>Michelle McMillan</p> <p>Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
77	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.3 Roads Service Improvement Plan project governance</p> <p>Pending</p>	<p>Accepted. The re-based plan will be managed in line with the Project Management Toolkit for Major Projects. The plan will be managed by the Roads service Performance Coordinator once appointed in the revised structure.</p>	<p>Estimated Date: 20/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>
Page 576	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.3(3): Contract manager support and guidance - Place</p> <p>Pending</p>	<p>Place This recommendation is accepted, and this will be added as appropriate to the Place mandatory training matrix at the next review.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 01/01/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
79	<p>Budget Setting and Management</p> <p>RES 1903 Issue 1: Savings proposals documentation and risk assessments</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	Medium	<p>RES 1903 Issue 1.1: Savings proposals documentation and risk assessments</p> <p>Pending</p>	<p>1. Savings plan and business case templates will both be reviewed to ensure that they align to major projects documentation. In addition, a procedural document will be created which details the amount and depth of documentation, which is required to support savings plans, based on outcomes of the prioritisation matrix assessment. 2. The Finance budget monitoring RAG (Red, Amber, Green) delivery risk assessment categories will each be formally defined, and consistently applied to all savings delivery progress updates provided to Directorate management teams, CLT, and service committees.</p>	<p>Estimated Date:30/09/2020</p> <p>Revised Date:01/02/2021</p> <p>No of Revisions</p> <p>0</p>	<p>Alison HenryAnnette SmithDonna RodgerEmma BakerHugh DunnJohn ConnartyLayla SmithMichelle Vanhegan</p>
Page 577 ⁰⁸	<p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Paula McLeay, Policy and Insight Senior Manager</p>	Medium	<p>RES 1903 Issue 3.1: Annual budget setting lessons learned methodology</p> <p>Pending</p>	<p>A methodology for the lessons learned process will be developed and stated in a procedure document. This work will be performed through liaison between the Change Strategy Team and Finance. The methodology will include the requirements stated above.</p>	<p>Estimated Date: 31/05/2020</p> <p>Revised Date: 01/10/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Alison Henry Annette Smith Donna Rodger Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
81	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(b) - Review of Admissions Operational Procedures</p> <p>Started</p>	<p>A working group led by the Communities and Families Senior Education Officer with representation from all service areas involved in school admissions, appeals and capacity planning, will be established to undertake a review of all procedural documents. This will include consideration of amalgamation of existing procedures where appropriate and implementation of a review schedule and version control.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 578 82	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(c) - Placing Appeals Procedures</p> <p>Started</p>	<p>As part of the working group led by the Communities and Families Senior Education Officer, appeals procedures which detail end to end processes to be applied across all areas involved in placing requests will be established and this will include clear roles and responsibilities.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
83	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(d)/(e) - Communicating Guidance on Website & Orb</p> <p>Started</p>	<p>Following review and completion of working group actions, all policies and procedures will be published on the Council's website and Orb, and communicated to all relevant officers, with changes highlighted.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 579	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>CF1901 Issue 2.3(d): Sharing Outcomes of Annual Checks</p> <p>Started</p>	<p>Outcomes of annual checks that highlight any significant and systemic weaknesses will be shared with Schools and Lifelong Learning with a request that findings identified from the review are addressed and processes updated to ensure that they do not recur in subsequent years.</p>	<p>Estimated Date: 30/11/2020</p> <p>Revised Date: 01/04/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Andy Gray Arran Finlay Jane MacIntyre Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
85	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(a): Development & Communication of end to end processes and role/responsibilities</p> <p>Started</p>	<p>The remit of the working group led by the Communities and Families Senior Education Officer, will include reviewing and documenting end to end processes for the annual school admissions, appeals, and capacity planning process. A matrix describing divisional roles and responsibilities for processes, which details who will be responsible; accountable; consulted; and informed for each stage will also be developed. The end to end procedures and matrix will be discussed and agreed with all divisional teams involved in the process, communicated, and published on the Council's intranet (the Orb) with training provided where required.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
86	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(b): Internal Partnership Protocols</p> <p>Started</p>	<p>Internal partnership protocols will be prepared and implemented for services delivered by other divisions on behalf of Schools and Lifelong Learning, incorporating the scope of services and roles and responsibilities defined in the new end to end process documentation. Where relevant, current internal charging arrangements will be reviewed to ensure that it accurately reflect the levels of support provided. Partnership protocols and associated key performance measures / indicators will be reviewed at least every two years to ensure they remain aligned with service delivery, operational processes and relevant regulatory and professional standards. Governance arrangements to support ongoing performance monitoring will be designed and implemented to ensure that both Schools and Lifelong Learning and the service areas that support them are satisfied with the quality of services provided.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
87	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of</p>	Medium	<p>CF1901 Issue 3.1(c): Annual Process - Debrief & Lessons Learned</p> <p>Started</p>	<p>Following completion of the annual process, a debrief meeting will be held with all teams involved to understand what worked well and what areas need to be improved. The outcomes should be recorded in a 'lessons learned' document that is used to implement the improvement opportunities identified and address any process issues in advance of the next annual process.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Schools & Lifelong Learning					Sheila Haig Stephen Moir
88	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(d): Roles & Responsibilities Outwith Annual Process</p> <p>Started</p>	The working group will review the roles and responsibilities for any tasks performed outwith the annual P1/S1 admissions, appeals and capacity planning process. These will be documented and communicated to all teams involved in the process. The review will include identifying key contacts for common non-annual admissions queries, for example, home schooling; private schooling; dealing with refugees; and requests for current or future capacity information, to ensure that they can be appropriately redirected and resolved.	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 3</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
89	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(a): Document Retention & Disposal; All Services</p> <p>Started</p>	The Information Governance Unit will be engaged to confirm data retention and disposal requirements. Where necessary the data retention schedule will be updated. Document retention and disposal requirements will be reinforced across all services processing admissions and appeals including schools. All appeals information currently retained outwith the relevant period will be destroyed in line with the Council's disposal guidelines and a retention schedule and destruction log maintained.	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
90	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer	High	Rec 3.3 H&SC - Defining and allocating operational resilience duties Started	Operational resilience responsibilities for completion and ongoing maintenance of Directorate and Service Area Business Impact Assessments; Resilience plans; and coordination of resilience tests in conjunction with the Resilience team will be clearly defined and allocated. The total number of employees with operational resilience responsibilities will be determined with reference to the volume of business impact assessments and resilience plans that require to be completed and maintained to support recovery of critical services.	Estimated Date: 20/12/2018 Revised Date: 30/06/2021 No of Revisions 6	Angela Ritchie Jacqui Macrae
Page 583 91	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer	High	Rec 4.3 H&SC - Objectives for operational Resilience responsibilities Started	Corporate; management; and team member objectives for operational resilience responsibilities (for example completion of Service Area Business Impact Assessments; Resilience Plans; and coordination of Resilience tests) will be established, with ongoing oversight performed by Directors and Heads of Service to confirm that these are being effectively delivered to support the resilience responses included in both the Directorate and Council's annual governance statements.	Estimated Date: 31/07/2019 Revised Date: 30/06/2021 No of Revisions 2	Angela Ritchie Jacqui Macrae
92	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements	High	Rec 3.1 a) Place - Development of Resilience Plans/protocols for statutory and critical services	Rebased action October 2020 Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of	Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1	Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin King George Gaunt Lynne Halfpenny

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Paul Lawrence, Executive Director of Place and SRO		Started	these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.		Mary-Ellen Lang Michael Thain
93	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	High	Rec 3.1b Resources - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020 Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1	Annette Smith Gavin King Hugh Dunn Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Nick Smith Nicola Harvey Peter Watton
Page 584	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer	High	Rec 3.1c H&SC - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020 Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1	Angela Ritchie Jacqui Macrae
95	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	High	Rec 3.1d C&F - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020 Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1	Donna Rodger Gavin King Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
96	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 3.1e S&C - Development of Resilience Plans/protocols for statutory and critical services</p> <p>Started</p>	<p>Rebased action October 2020 Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.</p>	<p>Estimated Date: 19/06/2020</p> <p>Revised Date: 31/12/2022</p> <p>No of Revisions 1</p>	<p>Donna Rodger Mary-Ellen Lang</p>
Page 585	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>Rec 6.1a Place - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 3</p>	<p>Alison Coburn Annette Smith Claire Duchart David Givan Gareth Barwell George Gaunt Hugh Dunn Iain Strachan Lynne Halfpenny Mary-Ellen Lang Michael Thain Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
98 Page 586	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	High	Rec 6.1b Resources - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2	Annette Smith Hugh Dunn Iain Strachan Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
99	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 6.1c H&SC - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 2</p>	<p>Angela Ritchie Jacqui Macrae</p>

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<p style="text-align: center;">100</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 588</p>	<p style="text-align: center;">Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	<p>High</p>	<p style="text-align: center;">Rec 6.1d C&F - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p style="text-align: center;">Started</p>	<p>Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.</p>	<p style="text-align: center;"> Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2 </p>	<p style="text-align: center;"> Annette Smith Hugh Dunn Iain Strachan Mary-Ellen Lang Michelle McMillan Mollie Kerr Nichola Dadds Nickey Boyle Ruth Currie </p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
101	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 6.1e S&C - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>Existing third-party contracts supporting critical services will be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services will be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they will be included when the contracts are re tendered and critical service plans should be documented and communicated by Corporate Resilience.</p>	<p>Estimated Date:20/12/2019</p> <p>Revised Date:31/03/2021</p> <p>No of Revisions: 2</p>	<p>Annette Smith Donna Rodger Hugh Dunn Lain Strachan Mary-Ellen Lang Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
102	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>Rec 6.2a Place - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>Following receipt of initial assurance from all third-party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.</p>	<p>Estimated Date: 28/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 3</p>	<p>Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Lynne Halfpenny Mary-Ellen Lang Michael Thain</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
103 Page 591	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	High	Rec 6.2b Resources - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2	Annette Smith Hugh Dunn Iain Strachan Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
104	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 6.2c H&SC - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>Assurance will be obtained annually for statutory and critical services from third party service providers that their resilience plans remain adequate and effective; and have been tested to confirm that the recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. Where this assurance cannot be provided, this will be recorded in Service Area and Directorate risk registers.</p>	<p>Estimated Date: 21/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 2</p>	<p>Angela Ritchie Jacqui Macrae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
105 Page 593	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>Rec 6.2d C&F - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.</p>	<p>Estimated Date: 28/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 2</p>	<p>Anna Gray Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
106	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Gavin King, Democracy, Governance and Resilience Senior Manager	High	Rec 6.2e S&C - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2	Donna Rodger Mary-Ellen Lang
107	Resilience BC Adequacy, maintenance and approval of Council wide resilience plans Gavin King, Democracy, Governance and Resilience Senior Manager	Medium	Rec 4) Update of Council Business Continuity Plan to include key elements from Business Area Resilience Plans/Protocols Started	The Council Business Continuity Plan (BCP) was developed and signed off the Chief Executive in May 2019. Following Directorate review and update of Business Area Resilience Plans and protocols, the Council BCP will be updated to include key elements of Directorate plans.	Estimated Date: 18/12/2020 Revised Date: 31/03/2024 No of Revisions 1	Donna Rodger Mary-Ellen Lang

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 595	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.3: Quality assurance checks</p> <p>Started</p>	<p>Project management information will be monitored weekly to identify the volume of files that have been reviewed by the project team and an independent risk based quality assurance approach developed and implemented that focuses on files that have not been 'split' by the project team, to confirm that they have been accurately classified as files that have not been merged prior to their return to Iron Mountain for archiving. Quality assurance sample sizes will be selected at the start of each week and will depend on the volumes of files reviewed by the project team and the relevant proportion of non-merged and merged files. Where merged files have been identified and split by the project team, a lighter touch approach involving peer reviews will be adopted to ensure that the project file review process has been consistently applied and appropriate actions implemented. Quality assurance outcomes will be recorded and all significant errors (for example failure to identify merged files), areas of good practices, and areas for improvement will be shared with the project team. Availability of quality resource will be monitored throughout the project to ensure that it remains adequate to complete an appropriate number of QA reviews based on file outcomes. A retrospective sample of cases already reviewed by the project team will also be selected for retrospective review</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 4</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				based on the approach outlined above. The project team will work to an end of February date for implementation of quality assurance within the project team with an end of March date for Internal Audit to review the process applied.		
109	Records Management - LAAC CW1705 Issue 2: Review of additional files Bernadette Oxley, Head of Children's Services	Medium	CW1705 Issue 2.1: Review of additional files Started	The total volume of files at Westerhailes will be quantified. Once this has been completed, a risk based sample approach will be applied to review the files and identify any that may have been merged.	Estimated Date: 31/03/2020 Revised Date: 31/03/2021 No of Revisions 3	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
110	Records Management - LAAC CW1705 Issue 2: Review of additional files Bernadette Oxley, Head of Children's Services	Medium	CW1705 Issue 2.2: Impact analysis Started	The outcomes of the review of additional files (as detailed at recommendation 2.1) will be shared with the Senior Responsible Officers together with an impact analysis detailing the resourcing and associated costs of including the files within the project scope, and recommendations made as to whether the scope of the project should be extended to include these files, or whether reliance should be placed on the new business as usual process to be implemented as detailed at Finding 3. Where the decision is taken to include the potentially merged files within the scope of the project, they will be transferred across to the project team and logged for review. The project team will work to a completion 29 May with a date of 26 June for validation by Internal Audit.	Estimated Date: 26/06/2020 Revised Date: 31/03/2021 No of Revisions 4	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir
111	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Bernadette Oxley, Head of Children's Services	Medium	CW1705 Issue 3.1: Pre destruction business as usual file review process Started	The pre destruction business as usual file review process is currently being developed and will cover all the points recommended by Internal Audit. The process will be prepared by the end January 2020 and agreed with the Health and Social Care and Communities and Families Directorates by the end of February 2020.	Estimated Date: 28/02/2020 Revised Date: 31/03/2021 No of Revisions 4	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
112	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 3.2a (C&F): Communication and training</p> <p>Started</p>	<p>Children's Practice team managers have already been briefed regarding the outcomes of the audit and a refreshed process will soon be implemented. The process will be co-produced with Business Support Team Managers, communicated and uploaded to the Orb. Given the scale of training to be provided, a CECiL based approach will be applied with support provided by Business Support and requested from Learning and Organisational Development (Human Resources), with divisions requested to track completion of the CECiL module. Locality Management teams will also receive face to face training on the new process.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
113	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1705 Issue 3.2b (H&SCP): Communication and training</p> <p>Started</p>	<p>Health and Social Care will adopt a similar approach to Communities and Families with the new process communicated and uploaded to the Orb. A CECiL based approach will also be applied with support provided by Business Support and requested from Learning and Organisational Development (Human Resources), with completion of the CECiL module by the relevant teams tracked. Locality Management teams will also receive face to face training on the new process.</p>	<p>Estimated Date:30/06/2020</p> <p>Revised Date:31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
114	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 3.3a (C&F): Quality assurance process</p> <p>Started</p>	<p>A joint risk-based quality assurance process will be established between Business Support and Team Managers in Localities. Quality assurance outcomes will be recorded, and learnings shared with team managers at Children's Practice Team meetings, enabling city wide service improvement actions to be identified and implemented where appropriate.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
Page 599	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1705 Issue 3.3b (H&SCP): Quality Assurance Process</p> <p>Started</p>	<p>A joint quality assurance process will be established between Business Support and Team Managers in Localities. The new Health and Social Care Partnership Chief Nurse and Head of Quality will be responsible for managerial oversight of the quality assurance processes, ensuring that lessons learned are fed back to the Localities and outcomes reported to the Clinical and Care Governance Committee for scrutiny and oversight.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
116	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 4.1 - Procedures supporting processing and recording licencing fees</p> <p>Started</p>	<p>The Licensing Service processes approximately 21,000 applications per annum and the Internal Audit sample reviewed represents approximately 1% of the overall number of applications. Internal procedures will be reviewed to ensure that that they adequately cover the issues raised and all staff will receive refresher training to reinforce the importance of consistent application of the procedures. Longer term upgrades to the APP Civica Licensing system should also offer enhanced capability with mandatory sections for each licence type processed.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0</p>	<p>Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Michael Thain Sandra Harrison</p>
117	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 4.2 - Quality checking</p> <p>Started</p>	<p>Licensing has existing assurance procedures for monitoring noncompliance with core procedures and processes. These will be reviewed to identify whether additional quality assurance is required proportionate to the level of risk. Any revision of the procedures will be focused on those aspects of the processes which present higher levels of legal risk and will use existing assurance data to identify areas that would benefit from more robust scrutiny. Longer term upgrades to the APP Civica Licensing should reduce the risks in this area. The review and proposed revision of assurance procedures will be agreed with Internal Audit to ensure that this risk is fully addressed.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0</p>	<p>Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Grace McCabe Michael Thain Sandra Harrison</p>

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Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
118	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.2 - Procedure for authorising payments</p> <p>Started</p>	<p>NSL Apply offers improved control mechanisms by automating many processes and tasks, including payments. These are currently not being used. Implementations of these controls, along with a formalised payment acceptance procedure will ensure correct payments are received and further reduce any anomalies. The payment acceptance procedure will confirm that the Council does not accept part payment for parking permits and only reduces the price when the applicant is a disabled persons' blue badge holder. The procedure will establish a quality assurance payment sampling processes for implementation across Business Support teams who administer parking permits.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison</p>
119	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.3 - Ongoing risk-based quality assurance</p> <p>Started</p>	<p>A quality assurance payment acceptance procedure will be developed to ensure the accuracy of parking permit payments. This process will be based on the Internal Audit recommendations.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
120	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1803 Rec. 5.4 - NSL income reconciliation</p> <p>Started</p>	<p>The recommendation is accepted. Financial reconciliations between the systems have commenced reinstatement. Work is underway to build a management information suite which will augment the control attributes of the reconciliation as a standalone mechanism.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 3</p>	<p>Annette Smith Dougie Linton Gavin Graham Hugh Dunn John Connarty Layla Smith Michelle Vanhegan Susan Hamilton</p>
121	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806 Issue 1.2(3): ATEC 24 Service Level Agreements - Partnership Protocol</p> <p>Started</p>	<p>3. A partnership protocol will be approved and implemented for the Fallen Uninjured Person Service to reflect the current operations, funding arrangements and any planned process improvements.</p>	<p>Estimated Date: 29/11/2019</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 3</p>	<p>Angela Ritchie Craig ODonnell Tom Cowan</p>
122	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806 Issue 1.1(6): ATEC 24 Review of Operational Processes - Response Recording</p> <p>Started</p>	<p>6. Roll out of handheld devices to allow automated reporting will be progressed.</p>	<p>Estimated Date:30/04/2020</p> <p>Revised Date:01/03/2021</p> <p>No of Revisions 1</p>	<p>Angela Ritchie Craig ODonnell Tom Cowan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
123	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806: Issue 2(1): SLAs - Third Party Service Provision</p> <p>Started</p>	<p>A review of the SLA for the ESCS is underway. It is likely the detail of the arrangements will differ considerably from what is currently included within the SLA. The review will, however, take into consideration the points noted above. The review of the SLA will include contributions from City of Edinburgh Council, Midlothian Council and East Lothian Council, and will be presented to the Edinburgh Health and Social Care Partnership Executive Management Team for review and approval.</p>	<p>Estimated Date: 30/11/2019</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 4</p>	<p>Angela Ritchie Brian Henderson Colin Beck Tony Duncan</p>
Page 24 603	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806: Issue 2(2): Partnership Protocol HSCP/Contact Centre</p> <p>Started</p>	<p>Agreed, once the SLA is finalised, a Partnership Protocol will be developed in conjunction with Customer Contact Centre colleagues.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Craig ODonnell Tom Cowan</p>
125	<p>Homelessness Services</p> <p>CW1808 Issue 2: Homelessness data quality and performance reporting</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>CW1808 Recommendation 2.1.5 - HIS alignment to Council's records retention policy and schedule.</p> <p>Started</p>	<p>2.1.5 - Records held within HIS will be managed within the Council's Records Retention Policy and Schedule. The ongoing management and deletion of historical records will form part of the data cleansing project as HIS migrates to Northgate.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Debbie Herbertson Emma Morgan Nichola Dadds Nicky Brown</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
126	Homelessness Services CW1808 Issue 2: Homelessness data quality and performance reporting Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	High	CW1808 Recommendation 2.2.3 - Performance Reporting Started	2.2.3 - We will report performance information through a dashboard to the Housing and Economy Committee, officers are currently working with elected members to finalise the key performance indicators required.	Estimated Date: 31/01/2020 Revised Date: 31/03/2021 No of Revisions 2	Emma Morgan Nichola Dadds Nicky Brown
Page 27 604	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1801 Recommendation 3.1.2: Updating homelessness information on website Started	3.1.2 - Following the engagement events with key stakeholders, the Council's website will be updated to include the information set out within the recommendation, and any other information relevant to key stakeholders. Webpages will be subject to regular review to ensure the information remains up to date and in line with policies and legislation.	Estimated Date: 30/04/2020 Revised Date: 31/03/2021 No of Revisions 3	Debbie Herbertson Nichola Dadds Nicky Brown
128	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1801 Recommendation 3.1.3: Homelessness information leaflet Started	3.1.3 - Following the engagement events with key stakeholders, we will develop a leaflet for applicants based on the information set out above, and any other relevant information. The leaflet will be made available in all Council offices, locality offices, libraries, health centres, Citizen Advice Bureaus, charities and other local support and advice agencies.	Estimated Date: 30/04/2020 Revised Date: 30/06/2021 No of Revisions 1	Debbie Herbertson Nichola Dadds Nicky Brown

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
129	<p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p> <p>Andrew Kerr, Chief Executive</p>	High	<p>CW1903 Issue 1.1a: Develop and implement an assurance management framework</p> <p>Started</p>	<p>Discussions will be held with Directors on the outcomes of the Internal Audit report, and they will be requested to establish their own processes to ensure that the risks associated with all open assurance findings are completely and accurately reflected in their 2020/21 divisional and directorate annual assurance statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 28/02/2021</p> <p>No of Revisions 1</p>	<p>Chris Peggie Donna Rodger Gavin King Hayley Barnett Laura Callender Mirka Vybiralova</p>
Page 605	<p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p> <p>Andrew Kerr, Chief Executive</p>	High	<p>CW1903 Issue 1.1c: Develop and implement an assurance management framework</p> <p>Started</p>	<p>An assurance management framework will be developed and implemented that covers the points raised by Internal Audit and includes: liaison with directorates to assess current and best practice; clearly defined roles and responsibilities for first line directorates and the second line Corporate Governance team; process flow; monitoring / reporting / closure requirements; an assessment of existing automated tools to determine whether they can support the process; issue guidance; The framework will be implemented and rolled out across Council divisions and directorates to support completion of the 2021/22 annual governance statement for inclusion in the Council's 31 March 2022 annual financial statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Chris Peggie Donna Rodger Gavin King Hayley Barnett Laura Callender Mirka Vybiralova</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 31 906606	<p style="text-align: center;">Life Safety</p> <p>CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>CW1910 Rec. 4.1.1 Housing Property Services – water risk assessments</p> <p style="text-align: center;">Started</p>	<p>1. The Scientific Services team have reviewed the comment above against current legislation and will implement the following refreshed approach: Rather than a rolling programme covering all 20,000 Housing Property Services (HPS) properties equally, different types of property are classed in different priority risk categories. The Council has responsibility for 44 multi storey blocks and 33 Sheltered Housing complexes. These properties are all classed as high risk and assessments will be carried out within the stated two-year period currently specified in the Council’s water policy, and then every two years going forward. The remaining properties on the Housing estate are considered low level priority and legislation states that these surveys should be undertaken over a five-year period. Risk assessments will be carried out on sample properties for these low risk properties. For example, in a street of 100 homes with 20 different house types, only 20 surveys would be required. 2. Providing that Housing Property Services as the risk owner allocate sufficient budget resource, Scientific Services are comfortable that this work will not put a strain on their current resources and as the approach adopted is in line with the Council’s Water Safety Policy and applicable regulations, there is no need to record completion in relevant divisional and directorate risk registers.</p>	<p>Estimated Date:31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions</p> <p style="font-size: 24pt;">0</p>	<p style="text-align: center;">Alison CoburnGareth BarwellJemma TennantRobbie Beattie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
132	<p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 1: Digital strategy and governance</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1914 Rec 1.1 - Digital strategy development</p> <p>Started</p>	<p>The Council's digital strategy is currently being refreshed as part of the Adaptation and Renewal Programme and will include consideration of use of both networked and cloud-based systems solutions that are aligned with the Council's strategic and service delivery objectives and applicable security and compliance requirements. A separate cloud strategy will also be prepared as part of the overarching digital strategy that outlines the opportunities and risks associated with ongoing and future use of cloud-based shadow IT systems. The digital strategy will be developed following engagement and consultation with Council directorates; divisions; citizens; and other organisations (where required).</p>	<p>Estimated Date: 31/12/2020 Revised Date: 30/06/2021 No of Revisions 1</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Nicola Harvey</p>
133	<p>H&SC Care Homes - Corporate Report</p> <p>A1.1: Care Homes Self Assurance Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>A1.1: Care Homes Self Assurance Framework</p> <p>Started</p>	<p>A self-assurance framework will be designed and implemented that will validate effective operation of controls in place to manage these risks. The Health and Social Care Partnership Operations Manager will be accountable for development; implementation and ongoing operation of the framework. Development and implementation support will be requested from Business Support and Quality Assurance and Compliance.</p>	<p>Estimated Date: 30/06/2019 Revised Date: 01/05/2021 No of Revisions 1</p>	<p>Angela Ritchie Jacqui Macrae</p>
134	<p>H&SC Care Homes - Corporate Report</p> <p>A2.3: Welfare Fund and Outings Funds</p>	Medium	<p>A2.3(2) Establishment of welfare fund committees</p>	<p>A working group has been established that will focus on welfare. The remit of the group will focus on welfare committees; constitutions; accounts; criteria and donations. 2 officers from</p>	<p>Estimated Date: 31/07/2018 Revised Date: 01/05/2021</p>	<p>Angela Ritchie Jacqui Macrae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer		Started	the working group have been assigned responsibility to write and implement welfare guidelines.	No of Revisions 5	
135	H&SC Care Homes - Corporate Report A2.3: Welfare Fund and Outings Funds Judith Proctor, Chief Officer	Medium	A2.3(3) Production of annual accounts and review by welfare fund committee Started	A working group has been established that will focus on welfare. The remit of the group will focus on welfare committees; constitutions; accounts; criteria and donations. 2 officers from the working group have been assigned responsibility to write and implement welfare guidelines Task assigned to Business Officer for annual accounts and daily bookkeeping. Guidelines to be written for consistency.	Estimated Date: 31/07/2018 Revised Date: 01/05/2021 No of Revisions 4	Angela Ritchie Jacqui Macrae
Page 608 136	H&SC Care Homes - Corporate Report A3.1: Training Judith Proctor, Chief Officer	Medium	A3.1(1) Manager review of training Started	This will be included as part of a new monthly controls process to be implemented and monitored via completion of a monthly spreadsheet. A working group has been established to document all processes to be included.	Estimated Date: 30/06/2019 Revised Date: 01/05/2021 No of Revisions 3	Angela Ritchie Jacqui Macrae
137	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management Judith Proctor, Chief Officer	Medium	A3.3(2) Health & Social Care Teams - 6 monthly and annual performance conversations Started	Health and Social Care Teams Will ensure that annual performance conversations (once completed) are recorded on the iTrent system.	Estimated Date: 30/06/2018 Revised Date: 01/05/2021 No of Revisions 5	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
138	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management Judith Proctor, Chief Officer	Medium	A3.3(4) Health & Social Care Teams - quarterly review of absence and performance management Started	This is the responsibility of the Unit manager for their direct reports. The Business Support Officer will ensure that the Unit Manager is aware on a monthly basis for Domestic and Handymen reporting to them. The Business Support Officer is required to monitor and report through the Customer process on a monthly basis. The staff nurse / charge nurse to be appointed at Gylemuir will ensure that this is performed for all NHS staff.	Estimated Date: 30/06/2018 Revised Date: 01/05/2021 No of Revisions 3	Angela Ritchie Jacqui Macrae
139	H&SC Care Homes - Corporate Report A3.4: Agency Staffing Judith Proctor, Chief Officer	Medium	A3.4(2) Analysis of the agency staff and hours worked charges Started	The BSO will assist the UM (See A2.1). A paper is being presented to the Health and Social Care Senior Management Team week commencing 15th January 2018 that proposes a solution where information will be provided to Locality Managers who will prepare reports for Care Homes. If this solution is agreed, it will be implemented immediately.	Estimated Date: 31/03/2018 Revised Date: 01/05/2021 No of Revisions 4	Angela Ritchie Jacqui Macrae
140	H&SC Care Homes - Corporate Report A3.5: Adequacy of Resources Judith Proctor, Chief Officer	Medium	A3.5(1) Care Inspectorate Dependency Assessments requirements Started	Unit managers submit monthly reports to Cluster manager and Locality management team. Locality management team responsible for ensuring resource meets the demand based on dependency scoring.	Estimated Date: 31/01/2019 Revised Date: 01/05/2021 No of Revisions 5	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
41 Page 610	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	High	Recommendation 1a - Health & Social Care Started	<p>1. Health and Social Care: Given the considerable business support and social worker resources implications, the above recommendations will take time to design, implement and maintain. Business Support is resolving problem appointee arrangements as we go along, however, the backlog of reviews will need a programme management approach to rectify errors and support the governance required. In the meantime, associated risks will be added to the Partnership's risk register to monitor controls and progress on a monthly basis, given its high finding rating. Following the Care Home Assurance Review, the Partnership is developing a self-assurance control framework. Locality Managers have agreed for corporate appointee arrangements to be included in the assurance framework – which if found to be successful and useful, can be mirrored by the other applicable services in this report. Business Support is working on new guidelines for the administration of Corporate Appointeeship (e.g. new procedures, monthly checklists, etc.), which will support the effective delivery of the framework.</p>	Estimated Date: 28/06/2019 Revised Date: 01/08/2021 No of Revisions 2	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
142	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>2.2. Updating procedures to include an annual review of Corporate Appointee contracts</p> <p>Started</p>	<p>2. New guidelines will be written to ensure clarity of responsibilities. Sections will be included detailing Social Work; Business Support; and Transactions team responsibilities. The objective is to create and implement an end to end process that includes eligibility criteria, DWP processes and a full administrative process that will be applied centrally and across Locality offices; clusters; and hubs.</p>	<p>Estimated Date: 30/04/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>
143	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec. 8 Business Support and Senior Social Worker - refresher training closing and reallocation of client fund accounts</p> <p>Started</p>	<p>8. Refresher training will be offered as part of the implementation of the new guidelines to all staff involved in the process, and recorded on staff training records. The training will also be incorporated into the new staff induction process.</p>	<p>Estimated Date: 31/05/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 3</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p>144</p> <p>Page 612</p>	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	<p>High</p>	<p>Rec 1b - Business Support - review of Corporate Appointee processes</p> <p>Started</p>	<p>1. Business Support: Business Support will enable the review of current processes and guidelines in conjunction with Hub and Cluster Managers with sign off at the Locality Managers Forum. Business support will review all Corporate Appointee accounts and contact the relevant social worker, support worker or hub where the funds are over £16K for immediate review. Business support will advise social work when the funds exceed £16K where there is not a valid reason (for example, client deceased and social worker discussing estate with solicitor). Clarity on contact with DWP is being progressed and will be written into the new guidelines. Regular reporting will be introduced from the revised systems being implemented. This will be provided monthly at Senior Social Work level and annually for H&SC management</p>	<p>Estimated Date: 31/05/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 613</p>	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	<p>High</p>	<p>1.1 Recommendation - Localities Operating Model Post Implementation Review</p> <p>Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Jackie Irvine mike Avery Nichola Dadds Peter Strong Ruth Currie Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 46 614	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.2 Recommendation – Development and Delivery of Council Locality Improvement Plan Actions</p> <p>Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council’s localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p>Estimated Date:31/03/2020</p> <p>Revised Date:31/03/2023</p> <p>No of Revisions2</p>	<p>Alison Coburn Alison Henry David Givan Donna Rodger Evelyn Kilmurry George Gaunt Michele Mulvaney Mike Avery Paul Lawrence Paula McLeay Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 615</p>	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	<p>High</p>	<p>1.3 Recommendation - Locality Service Delivery Performance Measures</p> <p style="text-align: center;">Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn Donna Rodger Evelyn Kilmurry Michele Mulvaney mike Avery Paula McLeay Peter Strong Sarah Burns</p>

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Page 48 616	<p style="text-align: center;">Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.4 Recommendation - Engagement with Council centralised divisions</p> <p style="text-align: center;">Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p style="text-align: center;">Estimated Date: 31/03/2020</p> <p style="text-align: center;">Revised Date: 31/03/2023</p> <p style="text-align: center;">No of Revisions 2</p>	<p style="text-align: center;">Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt mike Avery Peter Strong Sarah Burns</p>

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Page 617	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>PL1801 1.5 Recommendation - Locality budget planning and financial management</p> <p>Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2020</p> <p>No of Revisions 2</p>	<p>Alison Coburn Annette Smith Donna Rodger Evelyn Kilmurry Hugh Dunn John Connarty Michelle Vanhegan mike Avery Peter Strong Sarah Burns Susan Hamilton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 50 618	<p style="text-align: center;">Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.6 Recommendation - Risk Management</p> <p style="text-align: center;">Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p style="text-align: center;">Estimated Date:31/03/2020</p> <p style="text-align: center;">Revised Date:31/03/2023</p> <p style="text-align: center;">No of Revisions</p> <p style="text-align: center;">2</p>	<p>Alison CoburnDavid GivanDonna RodgerEvelyn KilmurryGeorge Gauntmike AveryPeter StrongSarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 619 ₁	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.7 Recommendation - Succession Planning</p> <p>Started</p>	<p>Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt mike Avery Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
152 Page 620	Localities Operating Model 2. Oracle Financial System – Authorised Approval Limits Stephen Moir, Executive Director of Resources	Low	PL1801 2.1 - Authorisation Limits Review Started	A large-scale exercise, involving over 500 changes to the structure, was undertaken during the winter months realigning Place, taking into account changes relating to Transformation. A review of all Oracle Requisition Approvers for the department of Place has been initiated and is currently underway. More fundamentally, a rolling programme of all Oracle Requisition Approvers, across all divisions, has been reinstated. Prior to 2015 this was business as usual (BAU), however due to the proposed introduction of the enterprise resource planning solution and other budget cuts and staff reductions this was suspended. The significance of this regular review was recognised and reinstated in 2018. This will be rigorously implemented until firmly re-embedded as part of BAU across the business	Estimated Date: 26/06/2020 Revised Date: 31/05/2021 No of Revisions 1	Alison Henry Annette Smith Brenda Brownlee David Camilleri Hugh Dunn Layla Smith Michelle Vanhegan

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<p style="text-align: center;">153</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 621</p>	<p style="text-align: center;">Planning and S75 Developer Contributions</p> <p style="text-align: center;">End to end developer contribution processes, procedures, and training</p> <p style="text-align: center;">Paul Lawrence, Executive Director of Place and SRO</p>	<p>High</p>	<p style="text-align: center;">PL1802 Iss 2 Rec 2.2 Quality Assurance</p> <p style="text-align: center;">Started</p>	<p>Planning has made significant progress on specific parts of the contributions process, and will deliver other improvements to this process to address the recommendations. The capture and tracking of the financial contributions will be performed using the Council's PPSL accounts receivable system. The Planning team's existing quality assurance process will be extended to include the end to end developer contributions process to be designed and applied as per recommendation 1. The quality assurance process will cover the areas recommended by Internal Audit at 1 to 4 above, including use of the Council's PPSL accounts receivable system to record and monitor financial contributions received ISO accreditors will also be requested to include the Developer contributions quality assurance process within the scope of their review which is scheduled for completion by October 2020.</p>	<p style="text-align: center;">Estimated Date: 31/12/2020</p> <p style="text-align: center;">Revised Date: 01/05/2021</p> <p style="text-align: center;">No of Revisions 0</p>	<p style="text-align: center;">Alison Coburn Alison Henry Annette Smith Bruce Nicolson David Leslie David Givan George Gaunt Graham Nelson Hugh Dunn Kevin McKee Michael Thain Michelle Vanhegan Nick Smith Rebecca Andrew</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
154	HMO Licensing PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues Stephen Moir, Executive Director of Resources	High	PL1803 Issue 1.1 Project Plan Started	Response from Digital Services Digital Services resources have now been allocated to work with both the Licencing team and CGI to progress the change request for the upgrade to APP Civica CX, and this will involve developing a plan to support implementation of the system upgrade that includes details of all relevant activities to be completed and implementation timeframes. Response from Licencing The Place Directorate and Digital Services have made change requests for CGI to provide analysis on the business benefits, costs and risks of moving to the APP. These change requests are outstanding from CGI from 2018. Upon receipt of this analysis the Directorate will agree with the Resource Directorate a project plan for approval by senior managers,	Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 3	Alison Roarty Grace McCabe Heather Robb Isla Burton Julie Rosano Layla Smith Michelle Vanhegan Nicola Harvey
155	HMO Licensing PL1803 Issue 2 - Collection and processing of HMO licence fees Paul Lawrence, Executive Director of Place and SRO	High	PL1803 Issue 2.1 BACs payment reference Started	It should be noted that measure is in place to ensure that no application is progressed without the required fee being reconciled. This reflects the statutory process and the need to ensure that the Council treats applications for a renewal lawfully unless the reconciliation process can evidence a payment has not been made. There is no evidence from directorate monitoring the level of income from HMOs licence applications which would demonstrate that fees are not being collected. Any unmatched fee not identified will in effect contribute to the Council's	Estimated Date: 30/03/2020 Revised Date: 05/10/2020 No of Revisions 1	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison

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Page 623				<p>general revenue account and therefore there is no financial loss to the Council. The Internal Audit recommendation outlined above is not accepted as it not believed to be achievable. Therefore Licencing; Customer; and Finance will investigate potential solutions re the BACS issue, (including any potential scope for a technology solution) to address this risk. These options will be reviewed with Internal Audit and a longer-term solution identified and implemented. It has been agreed with Internal Audit that (once the solution has been identified) another audit finding will be raised that will monitor implementation of the solution to confirm that it is operating effectively. In the meantime, a statement will be added to the Licencing pages on the Council's external website and application forms advising customers of what reference must be used to successfully make a BACs payment.</p>		
156	<p style="text-align: center;">Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.1 Roads Service Improvement Plan review (including financial operating model)</p> <p style="text-align: center;">Started</p>	<p>Accepted. The Roads Service Improvement Plan (the Plan) will be reviewed following completion of the organisational restructure and will consider the points noted in the recommendation. A review of the financial operating model will also be undertaken with the aim of embedding a new budget structure for the service. Once completed the Plan business case will be refreshed to reflect any significant changes.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 01/09/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
157	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.2 Roads Service Improvement Plan approval</p> <p>Started</p>	<p>On appointment of the tier 3 and 4 management team, a re-base of the improvement plan will take place and the revised plan will be submitted to the Council's Change Board and the Transport and Environment Committee for approval, with ongoing progress updates provided to both forums.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 01/12/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>
Page 624	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 2. Roads services performance monitoring and quality assurance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 2.1 Service Delivery Performance Monitoring</p> <p>Started</p>	<p>One of the roles included in the new Roads structure is a Roads Service Performance Coordinator. The team member appointed to this role will be responsible for designing; implementing; and maintaining a performance and quality assurance framework that will incorporate the recommendations made to support ongoing monitoring and management of the Roads service. This will involve ensuring that all Roads teams develop team plans that include key performance measures; outline their respective roles and responsibilities for delivery; and are aligned with overall Council's commitments that are relevant to Roads.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59 625</p>	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 2. Roads services performance monitoring and quality assurance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	<p>High</p>	<p>PL1808 - 2.2 Roads services quality assurance framework</p> <p>Started</p>	<p>1. The existing Transport Design and Delivery quality framework will be revised to reflect the new Roads and Transport Infrastructure Service and rolled out across the service. As part of this review, the recommendations highlighted above will be considered and incorporated where appropriate. The Design, Structures and Flood Prevention Manager will be responsible for refreshing the quality framework once appointed. 2. A sampling regime will be designed and embedded for safety inspections to ensure that defects are being categorised properly. This process will be designed and implemented by the Team Leader for Safety Inspections to be appointed as part of the ongoing restructure. 3. A sampling regime will be designed and embedded for road defect repairs to ensure that repairs are fit for purpose and effective. 4. Key performance indicators for each team will be included in the target setting for each 4th tier manager and their direct reports to ensure focus on these measures. Emerging themes from Team Plans and quality assurance reviews will also be shared with Roads teams, and individual and team training needs will be considered based on the themes identified. This process will be designed and implemented by the Service Performance Coordinator to be appointed as part of the ongoing restructure.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>

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160	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	Low	PL1808 - 3.2a) Inspector training and qualifications Started	1. Design and implement a training framework for all relevant Inspectors in line with the newly adopted 'Road Safety Inspection and Defect Categorisation Procedure'	Estimated Date: 31/01/2020 Revised Date: 01/06/2020 No of Revisions 0	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
161	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	Low	PL1808 - 3.2b) Inspector training and qualifications Started	2. Ensure all relevant Inspectors are accredited by an appropriately accredited professional body.	Estimated Date: 31/08/2020 Revised Date: 01/01/2021 No of Revisions 0	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
162	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	Low	PL1808 - 3.3 Management information for planned inspections Started	On appointment, the new Service Performance Coordinator and Team Leader – Safety Inspections will work with Pitney Bowes (the supplier of the Confirm system) to develop a new process to plan and monitor safety inspection performance	Estimated Date: 31/03/2020 Revised Date: 01/04/2021 No of Revisions 3	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
163	Street Lighting and Traffic Signals Street Lighting and Traffic Signals: Process and quality assurance	Low	PL1810 Issue 3 - Rec 1 Operation and maintenance procedures Started	Street Lighting and Traffic Signals Operational Guides will be developed, implemented, and reviewed to ensure that processes align with current regulatory requirements. Operational Guides will be implemented within six months of implementation of the Roads Improvement Plan, or by 30	Estimated Date: 30/09/2019 Revised Date: 01/03/2021 No of Revisions 3	Alan Simpson Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	documentation and training Paul Lawrence, Executive Director of Place and SRO			September 2019, whichever comes first.		LoveNicole FraserRobert MansellTony Booth
164	Street Lighting and Traffic Signals Street Lighting and Traffic Signals: Process and quality assurance documentation and training Paul Lawrence, Executive Director of Place and SRO	Low	PL1810 Issue 3: Rec 2 - Refresher training for existing employees Started	An essential Learning Matrix that specifies the refresher training that the team requires to complete on an ongoing basis has been developed and provided to Learning and Organisational Development for their review and feedback, with no response received as yet. The matrix will now be implemented, and employee training requirements will be assessed (and agreed) as part of the Annual Conversations.	Estimated Date: 20/12/2019 Revised Date: 01/04/2021 No of Revisions 6	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth
165	Street Lighting and Traffic Signals Traffic Signals: Evidence of pre installation design and acceptance testing Paul Lawrence, Executive Director of Place and SRO	Low	PL1810 Issue 4: Rec 1 - Paperless testing checklist Started	A checklist will be introduced to record all factory and site acceptance testing and uploaded onto InView against the appropriate asset. The checklist will record engineer acceptance and review.	Estimated Date: 31/03/2020 Revised Date: 01/02/2021 No of Revisions 2	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth

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166	<p>Street Lighting and Traffic Signals</p> <p>Traffic Signals: Evidence of pre installation design and acceptance testing</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1810 Issue 4: Rec 2 - Guidance supporting testing checklist</p> <p>Started</p>	Workshop to be arranged to guide all relevant team members on the processes for completion and retention of the checklist.	<p>Estimated Date: 31/12/2019</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 3</p>	<p>Alan Simpson</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Lindsey McPhillips</p> <p>Mark Love</p> <p>Nicole Fraser</p> <p>Robert Mansell</p> <p>Tony Booth</p>
Page 628	<p>Street Lighting and Traffic Signals</p> <p>Traffic Signals: Evidence of pre installation design and acceptance testing</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1810 Issue4: Rec 3 - Checklist retention procedures</p> <p>Started</p>	Processes for the completion and retention of the checklist to be included in appropriate Operational Guide.	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 2</p>	<p>Alan Simpson</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Lindsey McPhillips</p> <p>Mark Love</p> <p>Nicole Fraser</p> <p>Robert Mansell</p> <p>Tony Booth</p>
168	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents Rec 2</p> <p>Started</p>	A monthly reconciliation between the incidents reported to Fleet Services and those recorded on SHE will be performed, with line managers advised re any gaps on the SHE system that need to be addressed;	<p>Estimated Date: 01/04/2019</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 2</p>	<p>Adam Fergie</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
						Scott Millar Steven Wright
169	Asset Management Strategy Issue 1: Visibility and Security of Shared Council Property Stephen Moir, Executive Director of Resources	Medium	Review of existing shared property Started	A review of the office estate is underway by the Operational Estates team to identify third party users and approach them to seek appropriate leases or licences to allow them to occupy the premises and ensure the Council is appropriately reimbursed.	Estimated Date: 31/10/2018 Revised Date: 01/03/2026 No of Revisions 3	Audrey Dutton Gohar Khan Layla Smith Lindsay Glasgow Michelle Vanhegan Peter Watton
Page 629	Certifications and Software Licenses RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight Stephen Moir, Executive Director of Resources	Medium	RES1805 CDS 1.1 Council - Governance and Oversight of Certificates and Licenses Started	Council: Both Digital Services Management and CGI agree that the issues relating to Certificates and Licenses must be addressed. Digital Services Management will: ensure improved Governance of the processes around this are undertaken, reporting any issues through the Executive Board; and ensure licenses are reduced/savings are realised where reduction or improved management of licenses is practicable. 2. Although not directly part of this action, more explicit requirements and governance around certificates and licenses will form part of any new or revised outsourcing contract.	Estimated Date: 31/01/2020 Revised Date: 01/11/2020 No of Revisions 2	Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington

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171	<p>Certifications and Software Licenses</p> <p>RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1805 CDS 1.2 CGI - Reporting and monitoring - Licenses and Certificates</p> <p>Started</p>	<p>CGI will Provide improved reporting on licenses and usage to Council Asset meetings. This will start no later than October 2019; At these meetings, also provide updates on certificate management, highlighting any service impact/incident reports caused by certificate issue; and Work with Council to provide a relevant update for the Partnership Board/Executive meeting on certificate and license management.</p>	<p>Estimated Date: 31/01/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Jackie Galloway Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington</p>
Page 630 172	<p>Certifications and Software Licenses</p> <p>RES1805 Licenses and Certifications: Issue 2 - Ongoing management</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1805 - CDS 2.1 Completeness and accuracy of license inventory reports</p> <p>Started</p>	<p>CGI will: Use the Microsoft SCCM Product to ensure that all software installed in appropriately licensed Ensure that the license report is reconciled back to source system data (where applicable) and gain Council confirmation that they are satisfied with the completeness and accuracy of the license inventory. Update the Council at the fortnightly asset meetings of any differences between installed and licensed software and agree a course of action e.g. removal, reduction in licenses, discussion with Services on usage This should start by the end of October 2019.</p>	<p>Estimated Date:31/01/2020</p> <p>Revised Date:01/11/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington</p>

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173 Page 631	<p>Out of Support Technology and Public Sector Network Accreditation</p> <p>RES1807 - Issue 1: Public Services Network governance framework</p> <p>Stephen Moir, Executive Director of Resources</p>	Low	<p>RES1807 - 1.1 Public Services Network governance arrangements</p> <p>Started</p>	<p>Digital Services Management has recognised the need to review governance arrangements around PSN /Cybersecurity. This will include Adapting the Security Working Group (SWG) Assurance report, in conjunction with CGI, to be the single report for all security assurance and accreditation matters encompassing PNS, Cyber Essentials/Cyber Essentials Plus, PSCAP and progress against Internal Audit findings. Working with CGI to change the Security Management Plan to have separate fortnightly SWG meetings to cover Operations and Assurance: SWG Operations Group will review the Security Operations Centre (SOC) and Security Operations Reports (SOR)SWG Assurance Group will review Assurance, PSN, Cyber Essentials/Cyber Essentials Plus and Audit Actions. To enable this approach, we will work with the Commercial teams from CGI and the Council to ensure that this approach is acceptable under the terms of the Contract Ensuring that PSN risks are included and highlighted in the Public Sector Network Plan B report. These risks will also be added to the Council/CGI partnership security risk log and reviewed as part of this.</p>	<p>Estimated Date: 31/01/2020 Revised Date: 30/06/2021 No of Revisions 2</p>	<p>Alison Roarty Heather Robb Julie Rosano Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>

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174	<p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1808: Issue 1: Recommendation 1.2 - Cyber Essentials Accreditation</p> <p>Started</p>	<p>CGI completed a complete manual vulnerability scan of the estate in November 2018 Vulnerabilities identified from this scan are being resolved as part of the Public Services Network remediation action plan. CGI have been formally requested to implement automated vulnerability scanning as a service. To ensure this is in place in time for Cyber Essentials Plus accreditation this automated vulnerability scanning is targeted to be implemented by end of June 2019.</p>	<p>Estimated Date: 30/09/2019</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>
Page 632 175	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1809 Issue 2.2: Contract Management Compliance Reviews</p> <p>Started</p>	<p>The C&GM team will design and implement a rolling programme of compliance reviews, focused on the Tier 1 and 2 contracts, this programme to take account of the limited resources in the team, and other ongoing work. The scope of these reviews will, as appropriate, include the recommendations above. Again, this work will be dependent upon active service area engagement and responsiveness, including for service areas to implement identified actions. It is to be noted, however, that the staffing resources in the C&GM team may not be sufficient to include all aspects referred to above, including follow-up and monitoring of implementation.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76 633</p>	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	<p>High</p>	<p>RES1809 Issue 2.3: Project Governance supporting implementation of the Public Contracts Scotland Tendering technology system</p> <p style="text-align: center;">Started</p>	<p>This system is already well-established in other public sector partners, and supported by the Scottish Government, and has been identified by Scotland Excel as an appropriate e-solutions system to support contract and supplier management. Training sessions have already been held, including a day session focussed entirely on contract management functionality. All members of the team have had access to the system for a suitable period of time, to allow for learning on a test system and have built up a thorough knowledge of the system's capability to upload contract documentation. The mass upload of contract documentation is a key factor in the successful roll out of the system, and the team continues to get support from contemporary teams in Scottish Government and other public sector partners who have carried this out. Training sessions have been held with a number of contract managers across 4 directorates, focussing on 6 Tier 1 contracts, some with cross-directorate delivery. 40 suppliers have also been involved in the trial to date. The team are continuing to monitor the trial, with regular updates from contract managers and will use all lessons learned to prepare the project plan for full roll out of the system. The C&GM team will design and apply a suitable project management and governance framework to support PCS-T implementation. This will include</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr</p>

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Page 634				<p>additional suitable system testing, and training for service area contract managers who would be using the system to store and access contract documentation. As stated above, the team is already also working with public sector partners, to identify best practice to assist the successful roll out the contract management module. Commercial and Procurement Services are already considering the possible adoption of PCS-T as the Council's eProcurement system, bringing an end to end approach to procurement and management of contracts. This work is continuing, and the PCS-T Working Group which has been established within Commercial and Procurement Services will take forward both aspects. If it is decided to adopt PCS-T for the Council's actual procurement processes, and not just contract management, then it is noted that the actual implementation of that would take longer, as there would be a greater direct impact upon other Council services.</p>		

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 635</p>	<p>Asset Management Strategy and CAFM system 18/19</p> <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Stephen Moir, Executive Director of Resources</p>	<p>High</p>	<p>3.1 Ensuring Data Completeness, Accuracy, and Quality</p> <p>Started</p>	<p>Current CAFM users have access to the operational data they need in the system to perform their roles and are also updating the CAFM system with new data. Whilst the vision is to have all property data in CAFM, the volume of property data that could be captured and recorded is near infinite, therefore property data that will retained in CAFM has to be focused on the effort and cost to collect versus the value it provides. The CAFM Business Case includes requirement for a Data Quality Manager, who will be the responsible data steward for Property and Facilities Management (P&FM) data. Their role is not necessarily to collect the data but to ensure rigor and control over it. This will involve ensuring regular reviews of data within the system and ensuring that data is managed and maintained in line with the established CAFM data hierarchy and agreed Council information management policies and procedures. Sharing data steward responsibilities across services is problematic, as they hold responsibility and accountability for the data under their remit. It would be highly unlikely that a data steward from another service would want to take on the additional accountability of data from P&FM. We recommend that P&FM establish their own data steward. The CAFM Business Case includes the delivery of a Data Quality Strategy for P&FM. The objective of the data quality strategy is to attribute</p>	<p>Estimated Date: 31/03/2016</p> <p>Revised Date: 01/08/2022</p> <p>No of Revisions 1</p>	<p>Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Layla Smith Michelle Vanhegan Peter Watton</p>

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Page 636 178				risk and value to the data maintained in the system. Additionally: data change processes and procedures that capture data processing and management in CAFM will be designed and implemented. processes for reviewing data quality, for example, review of condition survey data run in tandem with review of property data every five years, will be designed and implemented. data validation controls within CAFM will be applied; and data quality audit controls for individual data fields available in CAFM will be applied, and audit reports run at an appropriate frequency to identify any significant changes to key data.		
	<p>Asset Management Strategy and CAFM system 18/19</p> <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>3.2 Resolution of known data quality issues</p> <p>Started</p>	<p>A reconciliation of the two lists has been performed and there are no obvious discrepancies other than properties which are out with the scope of the survey team. The viability of establishing a referencing system for concessionary lets in the CAFM system will be explored. The volume and value of known concessionary lets across the Council Estate will form part of the Annual Investment Portfolio update which is reported to the Finance and Resources committee. There is an ongoing work stream looking at vacant and disposed properties and the systems updates required.</p>	<p style="text-align: center;">Estimated Date:31/03/2016</p> <p style="text-align: center;">Revised Date:01/08/2022</p> <p style="text-align: center;">No of Revisions:</p> <p style="text-align: center;">2</p>	<p>Alan ChimAndrew FieldAudrey DuttonBrendan TateGohar KhanGraeme McGartlandLayla SmithMichelle VanheganPeter Watton</p>

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179	Budget Setting and Management RES 1903 Issue 2: Budget setting and management processes Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 2.1: Budget setting and management processes and timetable Started	Guidance will be developed for budget setting and management as described in the recommendation above and issued to support the 2021/22 budget setting process.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan
180	Budget Setting and Management RES 1903 Issue 2: Budget setting and management processes Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 2.2: Clarity of roles and responsibilities Started	The respective roles and responsibilities for first line budget managers and second line Finance and Change Strategy teams in relation to the annual budget setting and ongoing budget management process will be clearly defined in a procedure document and communicated with documentation reflecting guidance on this matter issued by CIPFA.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan
181	Budget Setting and Management RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback. Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 3.2: Finance customer and staff feedback surveys Started	Finance will conduct customer and staff feedback exercises every two years. A feedback process will be developed and implemented that is aligned with the lessons learned methodology as described in recommendation 3.1. In addition, feedback from each exercise will be consolidated and used to generate improvement actions. The survey results and improvement actions will be reported to service managers and staff.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Hugh Dunn John Connarty Layla Smith Michelle Vanhegan

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182 Page 638	Budget Setting and Management RES 1903 Issue 4: Training for budget managers Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 4.1: Training for budget managers Started	Finance is not currently responsible for providing training for budget managers as this was centralised into, Learning and Development in 2016. However, following discussions earlier this year, it has been agreed that responsibility for budget managers training will transfer back from Learning and Development to Finance. Once these responsibilities have been transferred, Finance will establish a process to ensure that all first line budget managers have completed the two training modules with supporting checks performed to ensure that the training has been completed. Please note that the 'Evidence required to close' listed above is for indicative purposes only. During Internal Audit's review of any evidence submitted, further supporting evidence may be required to close the action. Evidence should be uploaded to TeamCentral as actions progress and no later than 10 working days before agreed implementation date. This will allow Internal Audit sufficient time to review the evidence.	Estimated Date: 30/09/2020 Revised Date: 31/12/2021 No of Revisions 1	Alison Henry Annette Smith Hugh Dunn John Connarty Layla Smith Michelle Vanhegan