

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 5th October, 2021

Hybrid Meeting - Dean of Guild Court Room / Microsoft Teams

This is a public meeting and members of the public are welcome to watch the webcast live on the Council's website. Attendance may also be in person, but this will be limited in order to maintain a minimum of 1-metre distancing in the public gallery and access cannot therefore be guaranteed.

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 Minute of Policy and Sustainability Committee of 3 August 2021 – 7 - 24
submitted for approval as a correct record

5. Forward Planning

- 5.1 Work Programme – October 2021 25 - 32
- 5.2 Rolling Actions Log – October 2021 33 - 52

6. Business Bulletin

- 6.1 Business Bulletin 53 - 60

7. Executive Decisions

7.1	Police Scotland City of Edinburgh Division - Quarterly Update – Report by the Executive Director of Corporate Services	61 - 92
7.2	Protect Transport for Edinburgh – Response to Motion – Report by the Interim Executive Director of Education and Children's Services	93 - 110
7.3	Scottish Fire and Rescue Service - City of Edinburgh Area Update – Report by the Executive Director of Corporate Services	111 - 128
7.4	Best Value Assurance Audit Response - October Update – Report by the Executive Director of Corporate Services	129 - 144
7.5	In-house Service Provision - Response to a motion by Councillor Day – Report by the Executive Director of Corporate Services	145 - 152
7.6	Accounts Commission: Local Government in Scotland Overview 2021 – Report by the Executive Director of Corporate Services	153 - 202
7.7	Equality and Diversity Framework 2021-25 - Further Information – Report by the Executive Director of Corporate Services	203 - 224
7.8	2030 Climate Strategy – Report by the Executive Director of Place	225 - 286
7.9	End Poverty in Edinburgh Annual Report – Report by the Executive Director of Corporate Services	287 - 354
7.10	Pay Gap Report – Report by the Executive Director of Corporate Services	355 - 380
7.11	BioQuarter – Outline Business Case – Report by the Executive Director of Place	381 - 444

(Note: Councillors Kate Campbell, Mary Campbell, Child and

Laidlaw have been called for this item)

7.12	Granton Waterfront Regeneration – Outline Business Case – Report by the Executive Director of Place (Note: Councillors Bird, Gordon, Lang, Work and Louise Young have been called for this item)	445 - 548
7.13	Edinburgh and South East Scotland City Region Deal - Annual Report 2020/21 – Report by the Executive Director of Place	549 - 612
7.14	Edinburgh and South East Scotland - Regional Prosperity Framework – Report by the Executive Director of Place	613 - 670
7.15	Scottish Government Consultation: Scottish Building Regulations – Report by the Executive Director of Place	671 - 694
7.16	Mental Welfare Commission Report - Authority to Discharge Report - Edinburgh Improvement Plan – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	695 - 702
7.17	System Pressures - Edinburgh Health and Social Care Partnership – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	703 - 710
7.18	Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 - referral from the Governance, Risk and Best Value Committee	711 - 724
7.19	Adaptation and Renewal Update – Report by the Executive Director of Corporate Services	725 - 746
7.20	Our Future Work Strategy – Report by the Executive Director of Corporate Services	747 - 762

8. Routine Decisions

8.1	Diversity and Inclusion Strategy Update – Report by the Executive Director of Corporate Services	763 - 772
8.2	Digital and Smart City Strategy - Update – Report by the Executive Director of Corporate Services	773 - 798
8.3	Council Asbestos Policy 2021-24 – Report by the Executive Director of Corporate Services	799 - 812

9. Motions

9.1 If any

Deputations

Nick Smith

Service Director, Legal and Assurance

Committee Members

Councillor Adam McVey (Convener), Councillor Cammy Day (Vice-Convener), Councillor Robert Aldridge, Councillor Steve Burgess, Councillor Jim Campbell, Councillor Kate Campbell, Councillor Nick Cook, Councillor Neil Gardiner, Councillor Gillian Gloyer, Councillor Graham Hutchison, Councillor Lesley Macinnes, Councillor John McLellan, Councillor Claire Miller, Councillor Rob Munn, Councillor Ian Perry, Councillor Donald Wilson and Councillor Iain Whyte

Information about the Policy and Sustainability Committee

The Policy and Sustainability Committee consists of 17 Councillors and is appointed by the City of Edinburgh Council. This meeting of the Policy and Sustainability Committee is being held in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh and remotely 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 3 August 2021

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Cameron (substituting for Councillor Wilson), Jim Campbell, Kate Campbell, Cook, Gloyer, Hutchison, Macinnes, McLellan, Main (substituting for Councillor Burgess), Miller, Mowat (substituting for Councillors McLellan (item 11) and Cook (items 12-17)), Munn, Perry, Frank Ross (substituting for Councillor Gardiner) and Whyte.

Also in attendance: Councillor Doggart (for Item 13)

1. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 10 June 2021 as a correct record.

2. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 3 August 2021 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme 3 August 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 15 – Motion by Councillor Jim Campbell - Local Member Oversight

Action 18 – 2030 Climate Strategy – Draft for Consultation

Action 21 – Monitoring Officer Report

Action 21 – Youth Work in Community Centres and Other Locations

Action 22 – Edinburgh Integration Joint Board/Unlawful Discharges to Care Homes – Motions by Councillors Doggart and Howie

- 2) That a completion date be provided for Action 20 (Petition for Consideration – Resettle Refugees and Asylum Seekers from the Aegean Island Camps in Edinburgh).
- 3) To otherwise note the Rolling Actions Log.
(Reference – Rolling Actions Log, submitted.)

4. Business Bulletin

The Policy and Sustainability Committee Business Bulletin for 3 August 2021 was submitted.

Decision

To note the Business Bulletin.

(Reference – Business Bulletin 3 August, submitted.)

Declaration of Interests

Councillors Lesley Marion Cameron and Whyte declared a non-financial interest in the above item as Board members of EICC.

5. Adaptation and Renewal Programme Update

An update was provided on the Adaptation and Renewal Programme which covered decisions taken in period 4 June to 23 July 2021 and the latest Covid-19 Dashboard. Dona Milne from NHS Lothian provided an update on the Covid Vaccination Programme.

A presentation was also made on the Council's Empowered Learning Programme.

Decision

- 1) To note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday, 27 July 2021 and associated Scottish Government guidance.
- 2) To note the Covid-19 Response Dashboard at Appendix 1 of the report by the Chief Executive.
- 3) To note the decisions taken to date under urgency provisions from 4 June to 23 July 2021 at Appendix 2 of the report.
- 4) To note the briefing paper on the Covid Vaccination programme from Dona Milne, Public Health Director for NHS Lothian at Appendix 3 of the report. This had previously been circulated to Policy and Sustainability members.
- 5) To note the working group progress updates from the Adaptation and Renewal Programme, including the ongoing support to hospitality and events as the sector reopened.
- 6) To request a briefing to all members of Council within one cycle which explained how the Council was involved in the vaccination programme and actions that

elected members could take to help facilitate or encourage the uptake within their own communities.

- 7) To provide an update to members on voluntary groups who were providing assistance to members of the public with mobility difficulties with transport to vaccination centres.
- 8) To invite Dona Milne, NHS Lothian to a future meeting to provide an update on the vaccination programme (as part of the Adaptation and Renewal Programme Update).

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

6. 2030 Climate Strategy - Consultation and Engagement Update

Details were provided on the Council's public consultation on the draft 2030 Climate Strategy which had been aligned with activity in the lead up to, and following on from, COP26. Engagement and consultation on the strategy were being centred around how the Council and the wider city could meaningfully act and support individual, community and organisational behavioural changes necessary to address climate change and support a just transition to net zero.

Dr Sam Gardner, Chair of the Climate Commission and Commission member Alex Hilliam presented an update on the Commission's activities over the past year and its priorities for 2021. They outlined the Commission's Climate Strategy Engagement Timeline and the top level feedback that had been received to the climate strategy.

Motion

- 1) To note the actions in the draft 2030 Climate Strategy reflected involvement and commitment from key city partners and that the consultation period was being used to broaden and deepen this commitment in the development of an implementation plan, and to understand the role city partners could play in supporting a just transition to net zero.
- 2) To note the early headline findings from the public consultation on the draft 2030 Climate Strategy and that a full report on consultation findings would be presented with the final strategy in October 2021.
- 3) To note the programme of events being delivered during the public consultation period, and that they would help gather intelligence to inform the Council's approach to a just transition within the final 2030 Climate Strategy and implementation plan.
- 4) To note the contribution the headline messages from the Climate Commission on the draft 2030 Climate Strategy and agree to address these within the final document.

- 5) To note that the Council would continue to work closely with the Climate Commission, taking account of the Commission’s more detailed consultation response in the final 2030 Climate Strategy and implementation plan.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the actions in the draft 2030 Climate Strategy reflected involvement and commitment from key city partners and that the consultation period was being used to broaden and deepen this commitment in the development of an implementation plan, and to understand the role city partners could play in supporting a just transition to net zero.
- 2) To note the early headline findings from the public consultation on the draft 2030 Climate Strategy and that a full report on consultation findings would be presented with the final strategy in October 2021.
- 3) To note the apparent low profile of “adaption” in the consultation and observe that adaption would be a key part of any successful strategy to 2030 and beyond. Consider that references to addressing local flood risks, enhancing sea wall defences and allowing for the cooling of buildings, alongside other measures, might drive higher public participation as the direct benefit of such adaption would accrue to the residents of Edinburgh and would be required if predictions on the changes to climate that were already inevitable were correct.
- 4) To therefore agree to enhance these aspects in the remaining consultation period through all methods and with all audiences.
- 5) To note the programme of events being delivered during the public consultation period, and that they would help gather intelligence to inform the Council’s approach to a just transition within the final 2030 Climate Strategy and implementation plan.
- 6) To note the contribution the headline messages from the Climate Commission on the draft 2030 Climate Strategy and agree to address these within the final document.
- 7) To note that the Council would continue to work closely with the Climate Commission, taking account of the Commission’s more detailed consultation response in the final 2030 Climate Strategy and implementation plan.

- moved by Councillor Whyte, seconded by Councillor Jim Campbell

Voting

The voting was as follows:

For the motion	-	9 votes
For the amendment	-	7 votes

(For the motion: Lord Provost, Councillors Kate Campbell, Day, Macinnes, McVey, Main, Miller, Munn, Perry.

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

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 10 June 2021 (item 1); report by the Executive Director of Corporate Services, submitted.)

7. Declaration on Food and Climate

The Leader of Glasgow City Council had written to all Scottish Council leaders asking them to formally sign the Declaration on Food and Climate which aimed to raise awareness of the importance of sustainable food systems to tackling both the climate and biodiversity emergencies, as well as helping to reduce poverty, inequality and poor health. It sought a commitment by local and regional governments to helping tackle the climate and biodiversity emergencies through renewing their commitment to sustainable food policies and joined up action and called on national governments to put food and farming at the heart of the global response to these emergencies.

Decision

- 1) To note the content of the Declaration on Food and Climate provided at Appendix 1 to the report by the Executive Director of Corporate Services.
- 2) To note that the declaration was in line with existing Council commitments on food and climate.
- 3) To agree that the Council now formally signs the Declaration on Food and Climate.

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

8. Appointments to Working Groups 2021/2022

The Policy and Sustainability Committee was required to appoint the membership of its Working Groups for 2021/22. The proposed membership, structures and remits of each were detailed in Appendices 1 to 7 of the report by the Executive Director of Corporate Services.

The Committee were also asked to formally dissolve the Adaptation and Renewal All Party Oversight Group.

Motion

- 1) To agree to the re-appointment of members to Working Groups as set out in Appendices 1 to 7 of the report by the Executive Director of Corporate Services.
- 2) To agree to dissolve the Adaptation and Renewal All Party Oversight Group (Appendix 8 to the report).

- 3) To appoint Councillor Mitchell in place of Councillor Mowat on the Festival and Events All Party Oversight Group.
- 4) To note that there were two Liberal Democrat councillors listed in the membership of the Sustainability and Climate Emergency All Party Oversight Group and therefore to remove Councillor Aldridge from the membership.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To agree to the re-appointment of members to Working Groups as set out in Appendices 1 to 7 of the report by the Executive Director of Corporate Services with the following changes:
 - a) Replace Councillor Miller with Councillor Booth on the Edinburgh Waterfront All Party Oversight Group.
 - b) Replace Councillor Rae with Councillor Staniforth on the Equalities Working Group.
 - c) Replace Councillor Rae with Councillor Staniforth on the Festival and Events All Party Oversight Group.
 - d) Replace Councillor Miller with Councillor Booth on the West Edinburgh All Party Oversight Group.
- 2) To agree to dissolve the Adaptation and Renewal All Party Oversight Group (Appendix 8 to the report)

- moved by Councillor Miller, seconded by Councillor Main

In accordance with Standing Order 21(12), the amendment was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To agree to the re-appointment of members to Working Groups as set out in Appendices 1 to 7 of the report by the Executive Director of Corporate Services.
- 2) To agree to dissolve the Adaptation and Renewal All Party Oversight Group (Appendix 8 to the report).
- 3) To appoint Councillor Mitchell in place of Councillor Mowat on the Festival and Events All Party Oversight Group.
- 4) To note that there were two Liberal Democrat councillors listed in the membership of the Sustainability and Climate Emergency All Party Oversight Group and therefore to remove Councillor Aldridge from the membership.

- 5) To agree to the re-appointment of members to Working Groups as set out in Appendices 1 to 7 of the report by the Executive Director of Corporate Services with the following changes:
- a) Replace Councillor Miller with Councillor Booth on the Edinburgh Waterfront All Party Oversight Group.
 - b) Replace Councillor Rae with Councillor Staniforth on the Equalities Working Group.
 - c) Replace Councillor Rae with Councillor Staniforth on the Festival and Events All Party Oversight Group.
 - d) Replace Councillor Miller with Councillor Booth on the West Edinburgh All Party Oversight Group.

(Reference – Policy and Sustainability Committee of 6 October 2020 (item 13) and 23 February 2021 (item 10); report by the Executive Director of Corporate Services, submitted.)

9. Update on Monitoring Officer Report

An update was provided on the Council's handling of a complex complaint which the SPSO had considered amounted to maladministration and sought for the Council to subsequently submit evidence to it that its recommendations had been implemented. The Council had submitted its evidence to the SPSO on 19 July 2021 who had confirmed its satisfaction with the evidence on 20 July 2021.

Decision

To note that all actions required to be undertaken by the Council in relation to a complex complaint had been evidenced to the satisfaction of the Scottish Public Services Ombudsman (the "SPSO").

(References – Act of Council No 14 of 24 June 2021; report by the Legal and Assurance and Council Monitoring Officer, submitted.)

10. Seafield Sounding Board

An update was provided 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. Agreement was also sought on the elected member representation at the Sounding Board..

Motion

To agree elected member representation on the Seafield Sounding Board as ward Councillors from Craigentinny/Duddingston ward, and the Convener and Vice Convener from the Housing, Homelessness and Fair Work Committee.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

To agree elected member representation on the Seafield Sounding Board as ward Councillors from Craightinny/Duddingston, Portobello/Craigmillar and Leith wards, and the Convener and Vice Convener from the Housing, Homelessness and Fair Work Committee.

- moved by Councillor Miller, seconded by Councillor Main

Voting

The voting was as follows:

For the motion	-	15 votes
For the amendment	-	2 votes

(For the motion: Lord Provost, Councillors Aldridge, Cameron, Jim Campbell, Kate Campbell, Cook, Day, Gloyer, Hutchison, Macinnes, McLellan, McVey, Munn, Perry and Whyte.

For the amendment: Councillors Main and Miller.)

Decision

To approve the motion by Councillor McVey.

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

11. Scottish Government Consultation – New Year’s Day Trading

An overview of the Scottish Government consultation on a legislative closure of large retail premises on New Year’s Day (1 January) was provided which included a proposed response from the Council to this consultation.

Motion

- 1) To note the ongoing Scottish Government consultation on whether to extend the prohibition on large retailers in Scotland to close on Christmas Day to also apply on New Year’s Day.
- 2) To acknowledge the hard work and efforts of shop/retail workers during the busy Festive periods including Boxing Day. To recognise the ambition of the city to embed fair work in our economic strategy, and to make Edinburgh a Living Wage City.
- 3) To approve the response to the consultation with the following changes:
 - a) To agree to add in Answer 1 that Council echoes trade union requests that employee working conditions be enhanced if large stores remain open but that closing larger retailers for New Year’s Day would best protect conditions.
 - b) To replace the third paragraph in Answer 2 to read:

“In terms of social impact, there is no doubt that retail workers have been impacted incredibly hard over the last 18 months and that there is a large amount of stress for anyone in the sector in December. Retail workers

should be entitled to quality time off, just like any worker in other sectors. It is worth highlighting that the representative voices of workers who would be affected, their trade union Usdaw and the STUC, are clear that the Scottish Government using their powers and closing large shops on New Year's Day would be beneficial for retail workers. This is based on evidence provided to them directly by their members including a headline figure of 99% of workers agreeing that large stores should close.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

1) To note the ongoing Scottish Government consultation on whether to extend the prohibition on large retailers in Scotland to close on Christmas Day to also apply on New Year's Day.

2) To amend the response to Q 1 in the draft response (Appendix 2 of the report by the Executive Director of Place), as follows:

“City of Edinburgh Council (the Council) can see how introducing such legislation could have some benefits, and while supporting any decision made by Parliament, the many downsides outweigh the benefits and the closure of large retailers on New Year's Day is not supported in principle.

“Local authorities are not under a statutory duty to enforce the Act and the Council's small Regulatory Services team currently can only deal with emergencies on New Year's Day. The proposed New Year's Day closure would require some enforcement at least initially, but there would be no scope for the team to proactively police the new regulations.

“However, should trading on New Year's Day not be banned, it is imperative that legislation is introduced to protect working conditions and staff welfare, ensuring that workers are properly rewarded for public holiday working and any additional sacrifices this may entail.”

3) To amend the final sentence in the first paragraph of the response to Q2 in the draft response as follows:

“They may consequentially well decide not to trade on New Year's Day either, and although this would enable more people to have time off work, it would also deny the opportunity to work for those who wished to do so. It could also mean less things to do for those not working.”

4) To delete the final paragraph of the Q2 response (covered above).

5) To amend the final sentence of the response to Q4 in the draft response as follows:

“In addition, Edinburgh as a city is well known for the Hogmanay celebrations which attract an audience of thousands of people from all around the world, often seeing the New Year's Day shopping as part of their Edinburgh experience. As it could take some time for the City Centre economy to recover

from Covid, it would be unwise at present to support restrictions which could hamper its revival.”

- moved by Councillor Whyte, seconded by Councillor Cook

Voting

The voting was as follows:

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

(For the motion: Lord Provost, Councillors Cameron, Kate Campbell, Day, Macinnes, McVey, Main, Miller, Munn and Perry.

For the amendment: Councillors Aldridge, Jim Campbell, Cook, Gloyer, Hutchison, Mowat, and Whyte.)

Decision

To approve the motion by Councillor McVey.

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

Declaration of Interests

Councillor McLellan declared a financial interest as he had made a submission on behalf of the Scottish Newspaper Society and left the meeting during the Committee's consideration of the above item.

12. Edinburgh Integration Joint Board Progress Report

An update was provided on the work of the Edinburgh Integrated Joint Board (EIJB) and delivery of its strategic plan for the period January to June 2021.

Decision

- 1) To note the report by the Chief Officer, Edinburgh Health and Social Care Partnership.
- 2) To provide details of progress in transitioning to the 3 Conversations model to members, including milestones and completion dates.

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

13. Edinburgh Response to the Mental Welfare Commissions Report – Authority to Discharge

In response to motions by Councillors Doggart and Howie details were provided on the number, under each category included in the Mental Welfare Commission's Report – Authority to Discharge, of a summary of the authorities to discharge for all patients since the start of the pandemic together with confirmation that all relevant Edinburgh Health and Social Care Partnership staff had received training in respect of current policies and procedures, and realistic and achievable timescales to carry out a

proportionate and robust review of all cases over the past 16 months setting out current resource requirements in continuing to deal with the pandemic to inform that timeline.

Motion

- 1) To note the response from the Chief Officer of the Edinburgh Integration Joint Board and the Chief Social Work Officer for Edinburgh to the findings and improvements recommended by the Mental Welfare Commission's report – Authority to Discharge.
- 2) To note the detail, including numbers and timescales, for the completion of an additional audit of Edinburgh cases to ensure a rigorous improvement plan for the city
- 3) To note that the audit referenced at paragraph 5.4 of the report by the Chief Officer, Edinburgh Health and Social Care Partnership would report back to Committee upon completion.
- 4) To agree that an update be provided to Committee on the implementation of the Mental Welfare Commission's recommendations.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the response from the Chief Officer of the Edinburgh Integration Joint Board and the Chief Social Work Officer for Edinburgh to the findings and improvements recommended by the Mental Welfare Commission's report – Authority to Discharge.
- 2) To note that the terms of the motion agreed at Council were not fulfilled by the information in the report by the Chief Officer, Edinburgh Health and Social Care Partnership and request a further report to the Policy and Sustainability Committee in one cycle as per the points below
- 3) To request the information required in the Council motion at 2.4.1, i.e. the number, under each category included in the MWCS report, as a summary of the authorities to discharge for all patients since the start of the pandemic. For clarification covering from the 20th March 2020 to date.
- 4) To note that the Chief Officer had been unable to provide confirmation that all relevant staff had received the appropriate training, and therefore to request detail of the training needs analysis, breaking down the total numbers of relevant staff and their related requirements and completion dates for training.
- 5) To note that the report suggested only an audit of a small number of cases covering a short period was carried out, and to request a report in one cycle to fulfil the original motion request 2.4.3. 'Realistic and achievable timescales to carry out a proportionate review of all cases over the past 16 months...'

- moved by Councillor Main, seconded by Councillor Miller

In accordance with Standing Order 21(12), paragraph 5 of the amendment was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the response from the Chief Officer of the Edinburgh Integration Joint Board and the Chief Social Work Officer for Edinburgh to the findings and improvements recommended by the Mental Welfare Commission's report – Authority to Discharge.
- 2) To note the detail, including numbers and timescales, for the completion of an additional audit of Edinburgh cases to ensure a rigorous improvement plan for the city
- 3) To note that the audit referenced at paragraph 5.4 of the report by the Chief Officer, Edinburgh Health and Social Care Partnership would report back to Committee upon completion.
- 4) To agree that an update be provided to Committee on the implementation of the Mental Welfare Commission's recommendations.
- 5) To note that the report suggested only an audit of a small number of cases covering a short period was carried out, and to request a report in one cycle to fulfil the original motion request 2.4.3 'Realistic and achievable timescales to carry out a proportionate review of all cases over the past 16 months....'

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

14. Social Care Charging Policy

Details were provided on a proposed updated Social Care Charging Policy which had been developed in consultation with the social care transactions team and the finance team.

Decision

To agree the Social Care Charging Policy.

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

15. Youth Work in Community Centres and Other Locations

The Council had requested an update report to Policy and Sustainability Committee with information of the programme of reopening youth services that took place in the summer as well as further actions planned upon school return.

Details were provided on Council sponsored youth work services which had been provided throughout the summer of 2021 in a range of settings and the Youth work provision which had been a key feature of the successful Get into Summer Programme. Work was continuing with Management Committees of Community Centres to support the resumption of Youth Work in Community Centres as part of the Council approved phased approach to re-opening of Community Centres and Council officers were working with Lothian Association of Youth Clubs (LAYC) to collate a city wide response

to a request for information on plans for Youth Work provision and plans for Sept 2021 and beyond.

Motion

- 1) To note the achievements and the success of the Get into Summer Programme.
- 2) To note the delivery of youth work in centres and other locations.
- 3) To note that plans were in place for the resumption of youth work services in a range of settings across the city from September 2021.
- 4) To note that City of Edinburgh Council officers were working with Lothian Association of Youth Clubs (LAYC) to gather information from Youth Work providers to establish if there are issues relating to access to Council buildings and Council officers would work to resolve any difficulties.
- 5) To agree to receive a further report on the youth work strategy in October.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the programme to open community centres.
- 2) To note that there had been some confusion and conflicting views on the status of the programme.
- 3) To agree that a briefing for ward councillors would be included as part of the process to open each community centre.
- 4) To call for the “Adaptation and Renewal Programme Update – Community Centres” report scheduled for the next meeting of this committee to update the status and the progress for all community centres, detailing any issues or problems arising and actions being taken.

- moved by Councillor Miller, seconded by Councillor Main

In accordance with Standing Order 21(12), the amendment was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the achievements and the success of the Get into Summer Programme.
- 2) To note the delivery of youth work in centres and other locations.
- 3) To note that plans were in place for the resumption of youth work services in a range of settings across the city from September 2021.
- 4) To note that City of Edinburgh Council officers were working with Lothian Association of Youth Clubs (LAYC) to gather information from Youth Work providers to establish if there are issues relating to access to Council buildings and Council officers would work to resolve any difficulties.
- 5) To agree to receive a further report on the youth work strategy in October.

- 6) To note the programme to open community centres.
- 7) To note that there had been some confusion and conflicting views on the status of the programme.
- 8) To agree that a briefing for ward councillors would be included as part of the process to open each community centre.
- 9) To call for the “Adaptation and Renewal Programme Update – Community Centres” report scheduled for the next meeting of this committee to update the status and the progress for all community centres, detailing any issues or problems arising and actions being taken.

(References – Act of Council No 12 of 24 June 2021; report by the Interim Executive Director of Education and Children’s Services, submitted.)

16. Internal Audit Overdue Findings and Key Performance Indicators as at 27 April 2021 – referral from the Governance, Risk and Best Value Committee

The Governance, Risk and Best Value Committee had referred a report on Internal Audit Overdue Findings and Key Performance Indicators as at 27 April 2021, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 27 April 2021 to the Policy and Sustainability Committee for information.

Decision

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

(Reference – Governance, Risk and Best Value Committee, 8 June 2021 (item 5); referral from the Governance, Risk and Best Value Committee, submitted.)

Declaration of Interests

Councillor Macinnes declared a non-financial interest in the above item as Chair of Transport for Edinburgh.

17. Ventilation – Motion by Councillor Jim Campbell

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

- 1) Committee recognises that most people spend more time indoors than outdoors and acknowledges the emerging literature on the significantly elevated risks of airborne transmission of COVID 19 within poorly ventilated indoor spaces, most recently outlined in the report by Prof Peter Guthrie commissioned by Sir Patrick Vallance, The UK Government’s Chief Scientific Adviser.

- 2) Committee notes:
- that governments around the world are urgently investigating indoor air quality within buildings to better understand any emerging risks;
 - that poorly ventilated School Buildings are a particular cause of concern, and evidence suggests they can negatively impact the development of children;
 - that few standards exist around indoor air quality, and it is not a subject that is widely understood in the context of today's buildings, despite being a design principle in Victorian times;
 - that inexpensive monitoring of carbon dioxide levels within a building are a very good proxy of overall indoor air quality and could be rapidly deployed in the City of Edinburgh estate.
- 3) Committee commends Council Officers for having distributed carbon dioxide sensors to Head Teachers and requests the Chief Executive to prepare an urgent report for this Committee in one cycle on indoor air quality across the most heavily used buildings in the Council estate. This should include the data gathered by Head Teachers with an accompanying commentary covering the methodology used and observations so far.
- 4) Finally, the Chief Executive is asked to indicate a level of carbon dioxide concentration in high use indoor Council settings above which Members should be concerned that an unreasonable risk of Coronavirus transmission exists. “

Motion

- 1) Committee recognises that most people spend more time indoors than outdoors and acknowledges the emerging literature on the significantly elevated risks of airborne transmission of COVID 19 within poorly ventilated indoor spaces, most recently outlined in the report by Prof Peter Guthrie commissioned by Sir Patrick Vallance, The UK Government's Chief Scientific Adviser.
- 2) Committee notes:
- that governments around the world are urgently investigating indoor air quality within buildings to better understand any emerging risks;
 - that poorly ventilated School Buildings are a particular cause of concern, and evidence suggests they can negatively impact the development of children;
 - that few standards exist around indoor air quality, and it is not a subject that is widely understood in the context of today's buildings, despite being a design principle in Victorian times;
 - that inexpensive monitoring of carbon dioxide levels within a building are a very good proxy of overall indoor air quality and could be rapidly deployed in the City of Edinburgh estate.

- 3) Finally, to ask the Chief Executive to indicate an acceptable range of carbon dioxide concentration, in line with the announcement of the Scotland's First Minister on 3 August 2021, to minimise risks of SARS-CoV-2 transmission in high use indoor Council settings.

- moved by Councillor Jim Campbell, seconded by Councillor McLellan

Amendment.

To amend points 3 and 4 of the motion by Councillor Jim Campbell as originally submitted to read:

- 3) To commend council officers for having distributed carbon dioxide sensors to head teachers and request the Chief Executive prepare an update for this committee in one cycle on indoor air quality across the most heavily used buildings in the council estate. This should include data which has been recorded with an accompanying commentary covering the methodology used and observations so far.
- 4) Finally, to ask the Chief Executive to indicate if advice or guidance had been provided to the council on a level of carbon dioxide concentration in high use indoor council settings above which members should be concerned that an unreasonable risk of SARS-CoV-2 transmission existed.

- moved by Councillor Miller, seconded by Councillor Main

In accordance with Standing Order 21(12), point 3 of the amendment was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor Jim Campbell:

- 1) To recognise that most people spend more time indoors than outdoors and acknowledge the emerging literature on the significantly elevated risks of airborne transmission of COVID 19 within poorly ventilated indoor spaces, most recently outlined in the report by Prof Peter Guthrie commissioned by Sir Patrick Vallance, The UK Government's Chief Scientific Adviser.
- 2) To note:
 - that governments around the world were urgently investigating indoor air quality within buildings to better understand any emerging risks;
 - that poorly ventilated School Buildings were a particular cause of concern, and evidence suggested they could negatively impact the development of children;
 - that few standards existed around indoor air quality, and it was not a subject that was widely understood in the context of today's buildings, despite being a design principle in Victorian times;

- that inexpensive monitoring of carbon dioxide levels within a building were a very good proxy of overall indoor air quality and could be rapidly deployed in the City of Edinburgh estate.
- 3) To commend council officers for having distributed carbon dioxide sensors to head teachers and request the Chief Executive prepare an update for this committee in one cycle on indoor air quality across the most heavily used buildings in the council estate. This should include data which has been recorded with an accompanying commentary covering the methodology used and observations so far.
 - 4) Finally, to ask the Chief Executive to indicate an acceptable range of carbon dioxide concentration, in line with the announcement of the Scotland's First Minister on 3 August 2021, to minimise risks of SARS-CoV-2 transmission in high use indoor Council settings.

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Work Programme

Policy and Sustainability Committee

5 October 2021

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Council Asbestos Policy	Annual Review	Routine	Chris Lawson	Corporate Services	Annual	October 2021
2	Council Fire Safety Policy	3 Year Review	Routine	Chris Lawson	Corporate Services	Annual	June 2024
3	Council Health and Safety Policy	3 Year Review	Routine	Chris Lawson	Corporate Services	Annual	December 2023
4	Council Water Safety Policy	3 Year Review	Routine	Chris Lawson	Corporate Services	Annual	June 2024
5	Council Smoke Free Policy	3 Year Review	Routine	Chris Lawson	Corporate Services	Annual	December 2023
6	Gaelic Language Plan 2018-22	Monitoring Report	Executive	Eleanor Cunningham	Corporate Services	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	Corporate Services	Quarterly	November 2021
9	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6-monthly	November 2021
10	Energy Management Policy for Operational Buildings - Annual Report.	Progress report	Executive	Peter Watton	Place	Annual	December 2021
11	Policy Assurance Statement – Customer and Digital Services	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	November 2021
12	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Katy Miller	Corporate Services	Annual	November 2021
13	Policy Assurance Statement - Legal	Annual report	Executive	Nick Smith	Corporate Services	Annual	November 2021

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	and Assurance						
14	Contact Centre Performance	Update report	Executive	Nicola Harvey	Corporate Services	Quarterly	November 2021
15	Digital and Smart City Strategy	Annual report	Executive	Nicola Harvey	Corporate Services	Annual	October 2021
16	Chief Social Work Officer's Annual Report	Annual report	Executive	Jackie Irvine	Education and Children's Services	Annual	December 2021
17	Diversity and Inclusion Strategy	Annual update	Executive	Katy Miller	Corporate Services	Annual	October 2021
18	Police Scotland Update	Annual plan	Executive	Gavin King	Corporate Services	Annual	October 2021
19	Police Scotland – City of Edinburgh Division Update	Quarterly Update	Executive	Gavin King	Corporate Services	Quarterly	February 2022 June 2022 October 2022
20	Fire and Rescue Service	Annual plan	Executive	Gavin King	Corporate Services	Annual	October 2022

	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	Corporate Services	Annual	November 2021
22	End Poverty in Edinburgh Delivery Plan 2020-30	Annual Report	Executive	Chris Adams	Corporate Services	Annual	Autumn 2022
23	2030 City Target Monitoring Approach	Annual Report	Executive	Claire Marion	Corporate Services	Annual	November 2021
24	Appointments to Working Groups	Annual Report	Executive	Jamie Macrae	Corporate Services	Annual	August 2022
25	Corporate Performance updates	Bi-Annual Update	Executive	Edel McManus	Corporate Services	Bi-annual	November 2021 February 2022
26	Annual Performance report and LGBF report	Annual	Executive	Edel McManus	Corporate Services	Annual	June 2022

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Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
NOVEMBER 2021		
Consultants Costs (referral from F&R)	Corporate Services	Hugh Dunn
Policies Assurance Statement - Legal and Assurance	Corporate Services	Nick Smith
Policy Assurance Statement – Customer and Digital Services	Corporate Services	Nicola Harvey
Policy Assurance Statement – Human Resources (HR)	Corporate Services	Katy Miller
Corporate Performance Updates	Corporate Services	Edel McManus
2030 City Target Monitoring Approach – Annual Report	Corporate Services	Claire Marion
Public Bodies Climate Change Duties Report (PBCCD)	Corporate Services	Paula McLeay
Council Emission Reduction Plan – Final Report	Corporate Services	Beth Hall
Carbon Impact of the Council’s International Travel	Corporate Services	Gavin King/Paula McLeay
Enterprise Risk Management Policy	Corporate Services	Lesley Newdall

Risk Appetite Statement	Corporate Services	Lesley Newdall
Edinburgh's Christmas and Hogmanay 2017/18 – response to a motion by Councillor Mowat	Place	David Waddell
Edinburgh Economy Strategy Development Report and City Centre Recovery Action Plan	Place	Chris Adams
Energy for Edinburgh - CSIF – Heat and Energy Study Findings	Place	David Cooper
20 minute Neighbourhoods	Place	Tasha MacKenzie/Daisy Narayanan
Edinburgh Biodiversity Action Plan 2019-21	Place	Caroline Peacock/Susan Falconer
Update on Indoor Air Quality (Response to Motion)	Place	Mark Stenhouse
2030 Climate Strategy	Corporate Services/Place	Paula McLeay
Marketing Edinburgh	Place	Alison Coburn/Elin Williamson
Tourism and Hospitality Recovery Plan	Place	Alison Coburn/Elin Williamson
Gaelic Language Plan – Annual Monitoring Report	Corporate Services	Eleanor Cunningham
Duty of Candour – Report	Education and Children's Services	

Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21	Chief Officer, EHSCP	
Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan	Chief Officer, EHSCP	Marian Gray
Fossil Fuel Non Proliferation Treaty – response to motion by Councillor Burgess	Corporate Services	
Welfare Reform	Corporate Services	Sheila Haig
Contact Centre Performance	Corporate Services	Nicola Harvey
Women's Safety in Public Places and Creating a Safer First and Last Mile Journey for Women and Girls - response to motions by Councillors Watt and Osler	Corporate Services	Jon Ferrer
Council Owned Care Homes – EIJB – response to a motion by Councillor McVey	Chief Officer, Edinburgh Health and Social Care Partnership	
FEBRUARY 2022		
Anti Social Behaviour Motion Report	Head of Safer and Stronger Communities	
Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21	Chief Officer, Edinburgh Health and Social Care Partnership	
Council Health and Safety Policy	Corporate Services	Chris Lawson

Council Smoke Free Policy		
Edinburgh Biodiversity Action Plan 2019-21	Place	Caroline Peacock/Susan Falconer
Energy Management Policy for Operational Buildings - Annual Report	Corporate Services	Peter Watton
Police Scotland – City of Edinburgh Division Update	Corporate Services	Gavin King
Chief Social Work Officer’s Annual Report	Education and Children’s Services	Jackie Irvine
Corporate Performance Updates	Corporate Services	Edel McManus
Better School Milk – response to a motion by Councillor Burgess	Place	
Report on the Petition for consideration – Resettle Refugees and Asylum Seekers from the Aegean Island Camps in Edinburgh	Education and Children’s Services	

Rolling Actions Log

Policy and Sustainability Committee

5 October 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 Education and Children's Services)	Ongoing		<p><u>Update 9 July 2020</u></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
							<p><u>Update 25 June 2020</u></p> <p>To agree that a final report be submitted to Committee.</p>
2	01.02.18	<p>City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18</p> <p>(Agenda for 1 February 2018)</p>	<p>Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.</p>	Executive Director of Place	30 November 2021		<p>This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.</p>
3	06.02.20	<p>City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools</p>	<p>To request:</p> <p>a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work</p>	Executive Director of Place	Early 2022		<p><u>Update 1 June 2021</u></p> <p>Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>together to review and provide fit for purpose recycling services in each of our schools to be completed before the start of the 2020/21 academic year within policy and current budgets, and reporting any financial challenges in doing so to the report requested.</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>classrooms until September 2021, it is proposed to provide committee with a update report in early 2022</p> <p><u>Update - 6 October 2020</u></p> <p>Report to Committee – agreed to leave open until the information requested had been provided.</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</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							prioritise work to support schools re-opening and to incorporate lessons learned arising from the Covid-19 lockdown period.
4	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	30 November 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</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							provided in the Committee's Business Bulletin in December 2020
5	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	Executive Director of Place	5 October 2021	5 October 2021	Recommended for Closure Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
6	06.10.20	Recycling and Waste Collection in Schools	<p>1) Requests that a report on the progress of the introduction of the new service is brought back to committee in six months.</p> <p>2) To agree to consider food waste recycling receptacles in schools as broken down in Appendix 2 and provide an update to members</p>	<p>Executive Director of Place</p> <p>Executive Director Place</p>	<p>Early 2022</p> <p>Early 2022</p>		<p><u>Update 1 June 2021</u></p> <p>Due to the ongoing Covid restrictions in place in schools and schools meals continuing to be delivered in classrooms until September 2021, it is proposed to provide committee with a update report in early 2022</p>
7	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	30 November 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
8	01.12.20	End Poverty in Edinburgh Delivery Plan 2020-30	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.	Executive Director of Corporate Services	5 October 2021		Recommended for closure Report on the agenda for this meeting and the Work Programme for future years.
9	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	22 February 2022		
10	20.04.21	Best Value - COVID-19 Engagement and Consultation Approach	Requests the model for community engagement come back to this committee in 3 cycles with a clear plan of how this model will be fully embedded	Executive Director of Corporate Services	5 October 2021		Recommended for Closure Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			across all Council service areas				
11	20.04.21	Equality and Diversity Framework 2021-2025	Agrees that an additional report within 3 cycles is provided to Committee demonstrating how these aspects will be addressed through a suitable action plan or existing work plans.	Executive Director of Corporate Services	5 October 2021		Recommended for closure Report on the agenda for this meeting
12	20.04.21	Council's Emissions Reduction Plan	1) Requests a report within 2 cycles to detail options for Energy for Edinburgh's involvement in accelerating and delivering the Council's carbon targets as well as the contribution to the citywide net zero target. These should include, but not be limited to, involvement in decarbonising heat of the Council's estate and moving to EV and/or	Executive Director of Corporate Services	30 November 2021		<u>Update 5 October</u> This report is scheduled for the November meeting of Committee <u>Update - 3 August</u> An update is provided in the Business Bulletin for this meeting.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>hydrogen for Council fleet- with opportunities to help accelerate decarbonisation of transport in the wider City. Proposals should be written to be able to be fully incorporated into the plans due for approval in October.</p> <p>2) Requests that when the final reports come back in October for the Council's carbon reduction and the wider city, actions in areas like heat and transport, where the Council can build infrastructure that has a benefit other sectors' transition to zero-carbon, these actions are fully included</p>	Executive Director of Corporate Services	30 November 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
13	20.04.21	Anti-Social Behaviour Motion Report	To ask the Head of Safer and Stronger Communities to provide an update report before the end of 2021 confirming adherence to the new procedure.	Chief Executive Head of Safer and Stronger Communities	End 2021		
14	29.04.21	City of Edinburgh Council - Motion by Councillor Watt - Women's Safety in Public Places (See action 25 below)	Council agrees to bring a report to Policy & Sustainability within two cycles, detailing any actions to improve women's safety, including embedding considerations within risk assessments, placemaking and any other organisational changes to positively impact safety of women in Edinburgh. This report should identify options for a consultation around the public places and spaces in Edinburgh where women feel safe, where they feel less safe and what can be done to	Executive Director of Corporate Services	30 November 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			improve their safety. With actions being reported back to the appropriate committee.				
15	29.04.21	City of Edinburgh Council – Motion by Councillor Whyte - Protect Transport for Edinburgh	<p>1) Requests the report to the Policy and Sustainability Committee within three cycles to include information on how the Council is facilitating partnership between Community Police and with our excellent third sector organisations across the city who already deliver detached, or street-based, youth work.</p> <p>2) Also includes consideration of place plans, shaped by participation of young people, to help the city further develop a</p>	Interim Executive Director of Education and Children’s Services (for the Chief Executive)	5 October 2021		<p>Recommended for closure</p> <p>Report on the agenda for this meeting</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>preventative approach to antisocial behaviour while supporting and encouraging our young people and keeping them, and our wider communities, safe.</p> <p>3) Therefore calls on the Chief Executive to provide an urgent report indicating actions that can be taken to consult with young people and affected communities on ways to mitigate the causes of anti-social behaviour including the lack of facilities across the city for people between the ages of 12 and 17 (inclusive). Asks that this report also considers how</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>Edinburgh can work with other local authorities to alleviate anti-social behaviour across the region.</p> <p>4) That the process of such a consultation and its results should be shared with the Edinburgh Community Safety Partnership to ensure partnership work can be engaged in to prevent anti-social behaviour in the future.</p>				
16	10.06.21	Adaptation and Renewal Programme Update	Committee also requests a full report to the Policy and Sustainability committee in two cycles that details the work council has done in relation to community centres since March 2020, laying out the timeline of all key decisions, and	Interim Executive Director of Education and Children's Services/ Executive Director of Place	5 October 2021		<p>Recommended for closure</p> <p>This is included as part of the Business Renewal Update on the agenda.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			interactions with community centre management committees				
17	10.06.21	Edinburgh Economy Strategy Development Report and City Centre Recovery Action Plan	Agree that findings from the consultation and final draft documents will be brought for consideration by the Policy and Sustainability Committee in November 2021.	Executive Director of Place	30 November 2021		
18	10.06.21	Petition for Consideration - Resettle Refugees and Asylum Seekers from the Aegean Island Camps in Edinburgh	To request a report on the issues raised by the petitioner and the Committee	Executive Director of Education and Children's Services	January 2022		
19	24.06.21	City of Edinburgh Council - In-house Service Provision - Motion by Councillor Day	To request a report to the Policy and Sustainability Committee in 2 cycles setting out a process and timeline to examine where in-house provision could be	Executive Director of Corporate Services	5 October 2021		Recommended for closure Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			expanded in Council service delivery (including setting out engagement processes for staff, local trade unions, key service users and other stakeholders and recognising the financial and other inputs required to allow best value assessments to be made), and include an update on the use of community benefit clauses in external contracts such as increased local apprenticeships and other clauses in use.				
20	03.08.21	Adaptation and Renewal Programme Update	1) To request a briefing to all members of Council within one cycle which explained how the Council was involved in the vaccination programme and actions that elected members could take	Executive Director of Place (Andrew Mitchell)	October 2021	28 September 2021	Recommended for Closure A briefing note was circulated to members on 28 September 2021

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>to help facilitate or encourage the uptake within their own communities.</p> <p>2) To provide an update to members on voluntary groups who were providing assistance to members of the public with mobility difficulties with transport to vaccination centres.</p> <p>3) To invite Dona Milne, NHS Lothian to a future meeting to provide an update on the vaccination programme (as part of the Adaptation and Renewal Programme Update).</p>	<p>Executive Director of Place (Andrew Mitchell)</p> <p>Chief Executive</p>	<p>October 2021</p>	<p>28 September 2021</p>	<p>Recommended for Closure</p> <p>A briefing note was circulated to members on 28 September 2021</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
21	03.08.21	Edinburgh Integration Joint Board Progress Report	To provide details of progress in transitioning to the 3 Conversations model to members, including milestones and completion dates.	Chief Officer, Edinburgh Health and Social Care Partnership		28 September 2021	Recommended for Closure Briefing note issued to members on 28 September 2021
22	03.08.21	Edinburgh Response to the Mental Welfare Commissions Report - Authority to Discharge	<p>1) To agree that an update be provided to Committee on the implementation of the Mental Welfare Commission's recommendations</p> <p>2) To note that the report suggested only an audit of a small number of cases covering a short period was carried out, and to request a report in one cycle to fulfil the original motion request 2.4.3 'Realistic and achievable</p>	<p>Chief Officer, Edinburgh Health and Social Care Partnership</p> <p>Chief Officer, Edinburgh Health and Social Care Partnership</p>	5 October 2021	5 October 2021	Recommended for closure Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			timescales to carry out a proportionate review of all cases over the past 16 months....'				
24	03.08.21	Youth Work in Community Centres and Other Locations	To agree to receive a further report on the youth work strategy in October.	Interim Executive Director of Education and Children's Services	Early 2022		<p><u>Update – October 2021</u></p> <p>The full report will be submitted at a later date when Council officers and partners are better placed to provide an informed report, following the Scottish Government launch the National Youth Work Strategy in early 2022. An update will be included on the Business Bulletin in November.</p>
25	26.08.21	City of Edinburgh Council - Creating a Safer First and Last Mile Journey	To welcome the motion by Councillor Osler and ask that it be included in the remit of Councillor Watt's	Executive Director of Corporate Services	30 November 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		for Women and Girls – motion by Councillor Osler (See action 14 above)	motion: Women’s Safety in Public Places, which was agreed by Council on 29 April 2021. Councillor Watt’s motion asked for a report to Policy and Sustainability Committee within two cycles. This amendment would extend that by two cycles to acknowledge the scope of the work that is being undertaken.				
26	26.08.21	City of Edinburgh Council - Fossil Fuel Non Proliferation Treaty – motion by Councillor Burgess	To call for a report in two cycles to the Policy and Sustainability Committee setting out the Fossil Fuel Non-Proliferation Treaty and any implications for the City of Edinburgh Council.	Executive Director of Corporate Services	30 November 2021		
27	23.09.21	City of Edinburgh Council – Council Owned Care Homes – EIJB – motion by	To request an update report from the Chief Officer of the EIJB within one cycle to the Policy and Sustainability Committee updating Council	Chief Officer, Edinburgh Health and Social Care Partnership	30 November 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Councillor McVey	on these plans				
28	23.09.21	City of Edinburgh Council – Better School Milk – motion by Councillor Burgess	To request a report into the introduction of organic school milk with reduced use of single-use plastic in Edinburgh Council-run schools to the Policy & Sustainability committee within two cycles.	Executive Director of Place	22 February 2022		



Business Bulletin

Policy and Sustainability Committee

10.00am, Tuesday 05 October 2021

Virtual - via Microsoft Teams

Policy and Sustainability Committee

Convener:	Members:	Contact:
<p>Councillor Adam McVey</p>  <p>Vice Convener: Councillor Cammy Day</p> 	<p>Councillor Adam McVey (Convener)</p> <p>Councillor Cammy Day (Vice-Convener)</p> <p>Councillor Robert Aldridge</p> <p>Councillor Kate Campbell</p> <p>Councillor Jim Campbell</p> <p>Councillor Nick Cook</p> <p>Councillor Neil Gardiner</p> <p>Councillor Gillian Gloyer</p> <p>Councillor Graham Hutchison</p> <p>Councillor Lesley Macinnes</p> <p>Councillor Claire Miller</p> <p>Councillor John McLellan</p> <p>Councillor Rob Munn</p> <p>Councillor Ian Perry</p> <p>Councillor Steve Burgess</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

Carbon Impact of City of Edinburgh Council International Travel

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

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

In October 2020 the Policy and Sustainability Committee agreed that a report would be produced in Autumn 2021 to reflect the impact of Covid-19 on the Council’s International travel and related carbon emissions. In the light of continued restriction and continued limited travel by Council staff during 2021 it is recommended that this report is postponed to Spring 2022 when a more meaningful assessment of pre and post lockdown patterns is likely to be available.

Police Scotland Gaelic Language Plan

Consultation Overview

The Scottish Police Authority (SPA) invited the Council to provide views on its draft Gaelic Language Plan 2021-26 through a questionnaire.

The deadline for the response was outwith the Committee cycle, and so the response was submitted with approval by the Executive Director of Corporate Services. The Council’s responses are informed by the Council’s own Gaelic Language Plan and by the requirements that the Gaelic Language (Scotland) Act 2005 places on public bodies.

The Council’s response to the Survey is reproduced below:



Police Scotland GLP
Consultation_Busine

Background

Contact: [Paula McLeay](#)

Head of Policy and Insight, Policy and Insight Team, Corporate Services Directorate

Contact: [Eleanor Cunningham](#)

Lead Policy and Insight Officer, Policy and Insight Team, Corporate Services Directorate

Edinburgh Slavery and Colonialism Legacy Review

The third meeting of the independent Edinburgh Slavery and Colonialism Review Group took place 1 June 2021.

Discussion focussed on the draft shortlist of items associated with the legacy of slavery and colonialism in Edinburgh's public realm which a working party of Review and Advisory Group members had worked up following previous group discussions. Each feature is listed, with a brief description, together with the wider societal theme which it is linked with. This selection is not intended to be comprehensive, but to be both representative and illustrative of the ways in which slavery and colonialism has permeated many aspects of city life and culture. The Group agreed that all current businesses or organisations associated with the features in scope should be contacted in advance of the public consultation phase to ensure their awareness and to encourage their support for the Review. The Group also heard a brief report on how other cities in the UK are approaching similar reviews, focussing in particular on the aims, process and experience of the statues review in Leeds which took place last year.

The Group also discussed the outline plan that had been drafted for the online consultation phase of the Review which is due to take place over the autumn. Its objectives include raising public awareness of Edinburgh's slavery and colonialism legacy, encouraging community and interest groups across Edinburgh to actively participate, engaging schools in discussions about past and modern-day racial inequality and ensuring safe and accessible online participation. Group members will contribute ideas on key questions to pose, mindful of the purpose of the Review to produce a set of short term and long-term recommendations for action for the Council to consider. The Council's Strategy and Insight team who manage the Consultation Hub have been contacted for an initial discussion about this process to make sure it aligns with the new Consultation Framework, and Communications colleagues are planning a dedicated campaign.

Contact: [Gillian Findlay](#)
Acting Museums and
Galleries Manager

Ventilation in Council Estate Properties

In Autumn 2020 in response to guidance from the Scottish Government on CO2 levels in the internal environment during COVID-19, the Council engaged with Edinburgh Napier University to carry out a period of monitoring in representative building archetypes/uses across the Council's school estate.

The purpose of this approach was to:

- provide oversight of ventilation performance;
- identify potential areas of risk/concern;
- provide feedback on the ventilation approaches/strategies and associated guidance provided by the Council;
- identify areas for improvement, provide assurance to building users/managers on ventilation levels; and
- learn from Edinburgh Napier's experience in the monitoring of environmental conditions in the built environment.

Based on recommendations from the initial survey work, the Council subsequently provided portable battery powered indoor air quality monitors (CO2, relative humidity and temperature) to all schools (1 per primary/nursery/special school and 3 per high school) in April 2021. By providing portable devices, schools were able to move the monitors to any location within the school to assess ventilation levels. This approach was aimed at providing assurance on ventilation strategies and identifying areas of risk. The monitors are Bluetooth enabled and CO2 levels can be logged and recorded so school health safety teams could distribute the monitors to chosen locations and collate data for review. Data can also be shared directly with FM teams to allow more detailed review.

Guidance and training were provided to schools on the use of the monitors and how to identify any areas of poor ventilation. Trade Unions were included in discussions and findings shared.

In addition to the monitoring in schools, the Council is deploying CO2 monitors to support the reopening of community centres.

The current [Scottish Government guidance \(16 August\)](#) indicates that the most recent scientific advice and research is that an upper level of 1500 ppm should be used to identify

Contact: [Murdo Macleod](#)
Technical Operations
Manager, Operational
Services, Place Directorate

and prioritise multi-occupancy, regularly used areas for improvement.

This scientific advice and research also indicates that indoor spaces where there is likely to be an enhanced aerosol generation rate (e.g. loud singing/drama, indoor PE) should aim to ensure ventilation is sufficient to maintain CO2 concentrations at lower levels (a figure of 800ppm is provided).

On 3 August 2021, the Scottish Government additionally advised that:

- All schools and day care services for children must have access to CO2 monitoring, through either fixed or mobile devices, and that these should be used to assess the quality of ventilation in schools and childcare settings and identify any necessary improvements.
- Assessments and necessary improvements to be identified by the October half term.
- Making available to local authorities an additional £10 million to support this work.

The Council is currently working towards the above requirements and it is anticipated that the findings and proposals will be reported to this Committee on 30 November 2021. It should be noted that following the distribution of loggers in April 2021, all schools in the Council estate already have access to CO2 monitors (albeit in limited numbers per property). While schools are the Council's most occupied and used buildings, the ongoing works are also informing actions in other Council owned properties.

Regulation of Investigatory Powers (Scotland) Act 2020 (RIPSA or the Act) – Update

The Council is required to have policies and procedures in place to manage activity under the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA or the Act). The codes of practice require that elected members are given updates on any activity undertaken under the Act. As previously reported, the Council has previously received a positive inspection report from the regulator, the Investigatory Powers Commissioners Office.

The Council has robust policies in place to manage and control risks associated with surveillance activity regulated by the Act. Staff must be aware of these policies and procedures.

Contact: [Andrew Mitchell](#),
Regulatory Services
Senior Manager,
Sustainable Development,
Place Directorate

Following a recommendation arising from the inspection by the regulator, the Council committed to provide refresher training for approximately 300 staff who undertake regulatory or enforcement roles and therefore are required to understand RIPSAs. This web-based training package has now launched and has been undertaken by staff principally within the Place Directorate. The resource material remains available to staff for one year after completion of the course.

Use of surveillance covered by the Act by the Council remains low, with a very small number of applications for authorisation under RIPSAs. From December 2019 to October 2020 there were three authorisations under RIPSAs. Two of these involved surveillance related to licensing issues and the third was for surveillance relating to an antisocial behaviour investigation. There has been no authorisation since October 2020.

Forthcoming activities:

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Police Scotland – City of Edinburgh Division Update

Executive/routine Executive
Wards
Council Commitments

1. Recommendations

- 1.1 To note the update from the Edinburgh Divisional Commander.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Jamie Macrae, Committee Officer
Legal and Assurance Division, Corporate Services Directorate
E-mail: jamie.macrae@edinburgh.gov.uk | Tel: 0131 553 8242

Police Scotland – City of Edinburgh Division Update

2. Executive Summary

- 2.1 This report provides the update from Police Scotland on the City of Edinburgh Division during the period to the end of Quarter 2 of 2021-22 (1st April – 30th June).

3. Background

- 3.1 In May 2019 the Council agreed that Police Scotland and the Scottish Fire and Rescue Service city-wide plans, policies and performance would be considered by the Policy and Sustainability Committee.
- 3.2 This provides a forum for Police Scotland and the Scottish Fire and Rescue Service to discuss major cross-cutting issues with the Council as well as fulfilling their duty to engage with the local authority.
- 3.3 The [Police and Fire Reform \(Scotland\) Act 2012](#) requires the local commander to provide the local authority with:
- 3.3.1 reports on the carrying out of police functions in its area (including by reference to any local policing plan in force for the area);
 - 3.3.2 statistical information on complaints made about the Police Service in, or the policing of, its area; and
 - 3.3.3 other information about the policing of its area.

4. Main report

- 4.1 This report covers the period 1 April 2021 – 30 June 2021 and is part of a regular update from the Edinburgh Divisional Commander to the Policy and Sustainability Committee.
- 4.2 The report contains an overview and summary by the divisional commander, crime statistics, and progress made around Police Scotland's strategic outcomes: Public Safety and Wellbeing; Needs of Local Community; Confidence in Policing; Positive Working Environment, and Sustainable and Adaptable Service.

5. Next Steps

- 5.1 Under the [Police and Fire Reform \(Scotland\) Act](#) the Council can monitor and provide feedback to the local commander.

6. Financial impact

- 6.1 Not applicable.

7. Stakeholder/Community Impact

- 7.1 Not applicable.

8. Background reading/external references

- 8.1 [Policy and Sustainability Committee 1 October 2019 - Police Scotland – City of Edinburgh Division Update](#)
- 8.2 [Policy and Sustainability Committee 25 February 2020 – Police Scotland – City of Edinburgh Division Update](#)
- 8.3 [Policy and Sustainability Committee 11 June 2020 – Police Scotland – City of Edinburgh Division Update](#)
- 8.4 [Policy and Sustainability Committee 6 October 2020 – Police Scotland – City of Edinburgh Division Update](#)
- 8.5 [Policy and Sustainability Committee 1 December 2020 – Police Scotland – City of Edinburgh Division Update](#)
- 8.6 [Policy and Sustainability Committee 23 February 2021 – Police Scotland – City of Edinburgh Division Update](#)
- 8.7 [Policy and Sustainability Committee 10 June 2021 – Police Scotland – City of Edinburgh Division Update](#)

9. Appendices

- 9.1 Appendix 1 - Report by the Edinburgh Divisional Commander

POLICING FOR A SAFE, PROTECTED AND RESILIENT SCOTLAND



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

EDINBURGH CITY DIVISION
SCRUTINY REPORT
April - June 2021/22



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Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division Scrutiny Report for April 2021 – June 2021. After the restrictions of lockdown this report captures our city as it moved forward into the reopening of licenced premises, the return of public and sporting events and the removal of restrictions on association and public protest, all of which impacts on the policing of Edinburgh.

The return of events like the Edinburgh Festival were far from 'business as usual'. We have been working closely with our partners in the City of Edinburgh Council to deliver safe gatherings and we have implemented appropriate procedures to ensure that when we bring our staff together to police events, we do so in a way that is Covid-19 compliant. All of this whilst maintaining our core policing services to Edinburgh and dealing with several complex and resource intensive criminal investigations.

By using quantitative and qualitative data, this report analyses our performance against our five strategic outcomes. Last year was unique and presented a different suite of challenges than normal. This had a profound impact on performance and makes comparison to previous years challenging. This had a profound impact on performance and makes comparison to previous years difficult. For that reason we have compared our performance to 5 year averages where possible to ensure that the information we provide you is meaningful.

The report highlights some of the services and support mechanisms we are delivering on a daily basis to protect our communities and improve the quality of life for people in Edinburgh. It is incredibly encouraging to see the significant reductions in domestic housebreakings, motor vehicle crime and violent crime for the Capital and I am grateful to all of my officers and staff for their continued professionalism and dedication in serving Edinburgh's communities.

Previously, I highlighted that we were supporting our staff and improving trust and confidence in policing by introducing body worn video to officers in some specialist roles initially with a wider provision to come. We have also completed the rollout of mobile technology to our detective officers so that they can capitalise on the benefits of mobile working. We continue to press forward with the development of our national crime recording platform and other technologies that will improve service delivery to the people of Edinburgh.

Looking forward, the 26th Conference of the Parties (COP26) takes place soon. Although the main conference is in Glasgow, its impact will be felt across the country and Edinburgh's iconic status as the capital city and home of the Scottish Parliament will likely result in significant numbers of visitors to the city which we are preparing for. This will be the largest operation in Police Scotland's history and places unique demands on our service.

Climate change is an important and emotive subject and I recognise that people will want to make their voices heard. Most will do so in a peaceful and lawful way, others clearly may not and whilst I encourage everyone to respect the rights of others when protesting or demonstrating, we will be ready to manage those who choose not to.

The coming weeks will be challenging but exciting too, with the eyes of the world on both Glasgow and Edinburgh and I look forward with confidence that my staff and officers, supported by the wider Police Scotland organisation, will continue to keep Edinburgh safe, addressing the priorities that matter to local communities, whilst in parallel delivering a first class response to the challenges of COP26.

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

Chief Superintendent Sean Scott
Divisional Commander
City of Edinburgh Division



Summary of Local Policing Priorities

For the reporting period of 1st April 2021 to 30th June 2021, a total of 11153 crimes were recorded by Edinburgh Division. This is a reduction of 15.8% (1858 fewer crimes) against the five year average. Solvency has increased by 0.6% over the same five year period to 52.4%. The following summary provides a breakdown in respect of our Local Policing Priorities against the 5 year average, and against last year to date (LYTD) where the 5 year average is not available.

Addressing Violence

Overall violent crime has reduced by 10.1% (170 fewer crimes) against the 5 year average. There have been no recorded murders, compared to a 5 year average of 1. Attempted murder has reduced by 14.3% (1 fewer crime) against the 5 year average. Serious assaults have reduced by 43.5% (35 fewer crimes) against the 5 year average. Common assault (including emergency workers) has reduced by 7.5% (119 fewer crimes) against the 5 year average.

Reducing Drug Harm and Targeting Supply

Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguarding opportunities for exploited children. Proactive enforcement has resulted in positive recoveries of illegal drugs, cash, related paraphernalia and the seizure of vehicles. Consequently total drug crime has reduced by 4.7% (29 fewer crimes) against the 5 year average.

Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has reduced by 27.1% (1220 fewer crimes) against the 5 year average. Domestic housebreaking has reduced by 45.8% (142 fewer crimes) against the 5 year average. Motor vehicle crime has reduced by 41.0% (271 fewer crimes) against the 5 year average. Theft from a lockfast place (excluding motor vehicles) has reduced by 34.0% (22 fewer crimes), theft shoplifting reduced by 31.8% (314 fewer crimes), and common theft reduced by 36.3% (409 fewer crimes). Fraud has increased by 91.7% (292 more crimes), which is reflective of the wider national picture.

Dealing with Disorder and Antisocial Behaviour

Overall antisocial behaviour has increased by 2.9% (314 more incidents) against the 5 year average. This increase is related to the reporting of offences and incidents in relation to Covid-19 regulations, which were not recorded prior to 2020. Overall Group 4 crimes (including vandalism, malicious mischief and fire-raising) have reduced by 10.5% (141 fewer crimes) against the 5 year average. Vandalism has reduced by 13.9% (165 fewer crimes) over the same period.

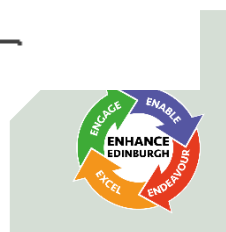
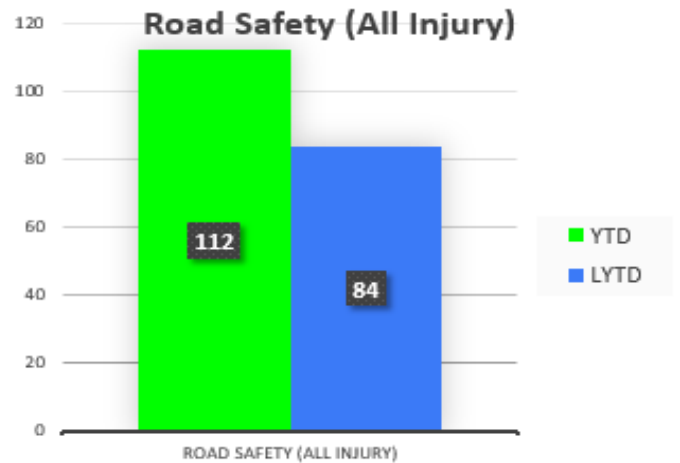
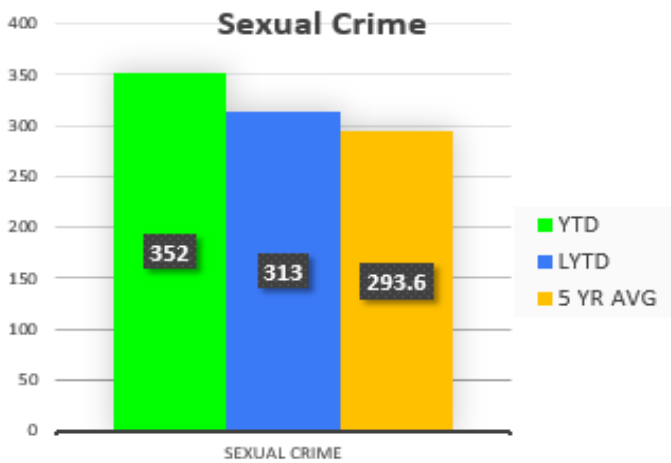
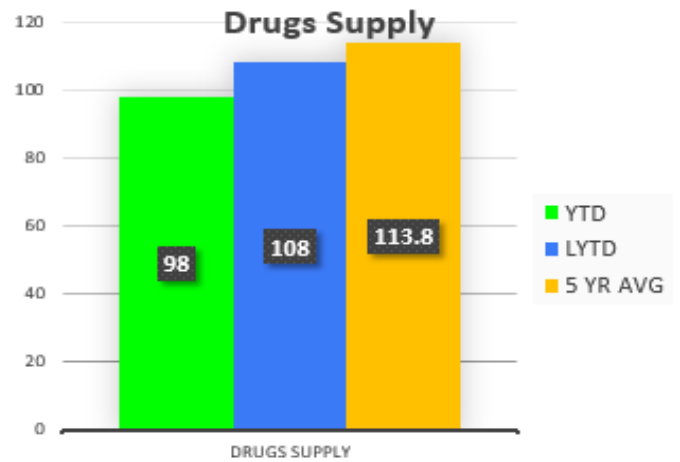
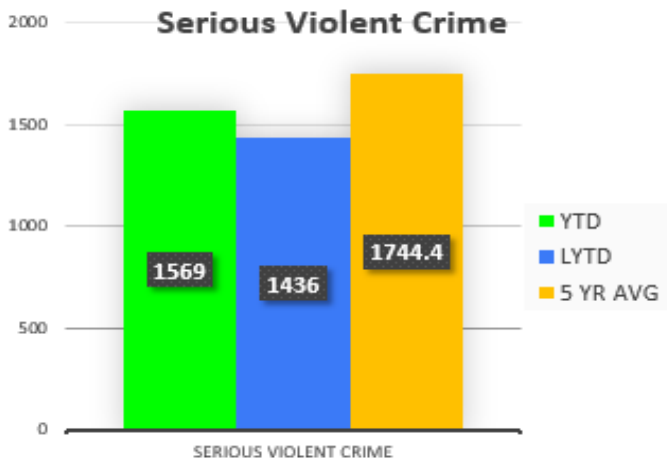
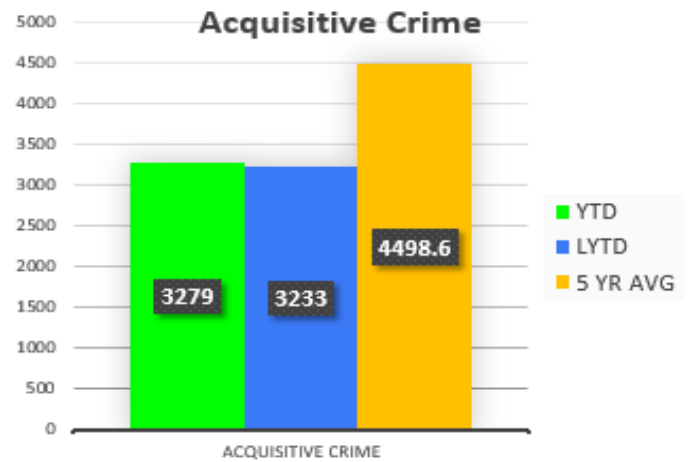
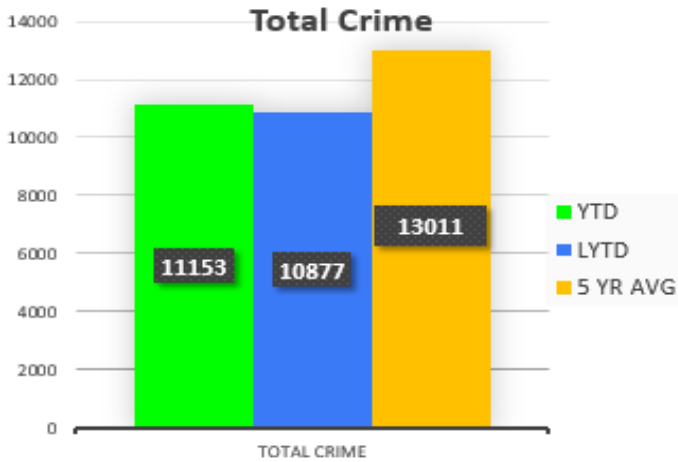
Making Our Roads Safe

Offences in relation to driving and the use of motor vehicles have reduced by 14.3% (297 fewer offences) compared to the 5 year average. There has been 1 fatal collision, compared to 2 fatal collisions LYTD. There has been an increase of 26.9% (7 more collisions) in serious injury collisions and an increase of 39.3% (22 more collisions) in those resulting in slight injury against LYTD. This rise is a consequence of increased road use compared to last year.



Edinburgh City Division at a glance



The charts below represent year to date incident and crime demand throughout the Division, compared with last year to date and the 5 year average.



Public Safety and Wellbeing

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

Addressing Violence

Group 1 crime includes:	Group 1 Recorded Crime	Group 1 Solvency
<ul style="list-style-type: none"> • Murder • Attempted murder • Culpable homicide • Serious assault • Robbery 		
April – June 2021	193	59.6%
April – June 5 year average	209	68.6%
% change from 5 year average	-7.7%	-9.1%
<ul style="list-style-type: none"> • Overall Group 1 violent crime has reduced by 7.7% (16 fewer crimes) against the 5 year average and by 6.3% (13 fewer crimes) against LYTD. • S.1 Domestic Abuse Scotland Act offences have reduced by 25.5% (15 fewer crimes) against LYTD. It is noted their presence continues to affect the overall Group 1 picture since its introduction on 1st April 2019. • Solvency has reduced by 9.1% to 59.6% against the 5 year average. All violent crime continues to be overseen by the Violent Crime Board ensuring all investigative opportunities are identified and emerging patterns and trends are acted upon. • No murders have been recorded this year, which is 1 fewer than both LYTD and the 5 year average. • 6 attempted murders have been recorded this year, which is 1 fewer than both LYTD and the 5 year average. • Serious assaults have reduced by 43.5% (35 fewer crimes) against the 5 year average and by 16.4% (9 fewer crimes) against LYTD. • Robbery has reduced against the 5 year average by 29.5% (19 fewer crimes) and by 26.2% (16 fewer crimes) against LYTD. • Extortion has increased by 105.5% (15 more crimes) against the 5 year average. 25 of these were instances of webcam blackmail or 'sextortion'. These are frequently perpetrated overseas, however the crime remains recorded in Scotland. The increase in this crime type has contributed to the lower group 1 solvency rate. Education and prevention messages have been spread widely to raise awareness of the risks of 'sextortion'. 		



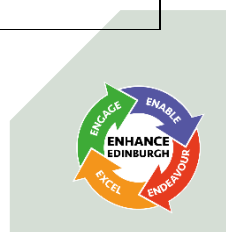
QUOTE

Detective Chief Inspector Graham Grant:

"I am pleased to report that E Division has performed strongly around group 1 crime, with significant reductions in robberies and serious assaults providing a solid foundation for the year ahead.



Footfall is up, hotel occupancy on the rise, and the transient nature of the division's population brings with it its challenges. That changing backdrop has contributed to the reduction in solvency as the type, nature and complexity of the investigative work shifts with it too.

We have mechanisms in place to ensure that we review, assess and action all investigatory opportunities around group 1 crime, allowing us to continue our focus on addressing violence."



Group 2 crime includes:

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

	Group 2 Recorded Crime	Group 2 Solvency
		
April – June 2021	352	63.6%
April – June 5 year average	294	50.4%
% change from 5 year average	+19.9%	+13.2%

- Overall Group 2 crime has increased by 19.9% (58 more crimes) against the 5 year average and by 12.5% (39 more crimes) against LYTD.
- Solvency has increased by 13.2% against the 5 year average and by 2.0% against LYTD.
- Rape has increased by 43.4% (22 more crimes) against the 5 year average and by 35.8% (19 more crimes) against LYTD. The increase in reports of rape is the consequence of a number of proactive operations into non-recent sexual offences. E Division reports proportionately more non-recent rapes than the national average.
- Sexual assaults have increased by 38.2% (32 more crimes) against the 5 year average and by 85.5% (53 more crimes) against LYTD. The number of recorded offences to date (115) is in line with numbers seen in Q1 2019 (105). Further analysis showed a significant reduction in sexual assaults recorded in public during Q1 2020, likely due to Covid-19 related restrictions. The rate of sexual assaults committed in public compared to those committed in private has returned to pre-Covid-19 levels.
- Communicating Indecently (SOSA 2009) and Communications Act 2003 (Sexual) offences have reduced by 44.4% and 28.6% (14 and 4 fewer crimes) respectively compared to LYTD. Both offences had increased significantly during Q1 of 2020-21.



QUOTE

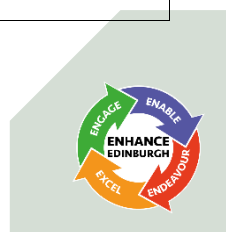
Detective Chief Inspector Alan Carson:

“We continue to monitor and address an increase in recorded sexual crime. Whilst this trend is consistent with national and regional trends, E Division is currently the only Division where reports of non-recent offending exceed reports of recent offending.



The final recording of Operation Aversa offences has contributed to the increase in non-recent crime, along with several investigations that have focused on historical offending of perpetrators. We have a strong focus on what are extensive investigations, utilising opportunities to identify potential previous victims, which have led in many cases to disclosures of further offending.

In addition to the targeted investigations described above, there are a number of other factors that we are considering in the context of the increased reporting. There is an increasing awareness amongst victims, not only in respect of consent and offending, but in relation to available support mechanisms.

Engagement with educational establishments, and support of initiatives like the Fearless project, have been invaluable in addressing fear and anxiety often inherent in reporting sexual crime. Beyond those factors, we will continue with our partners to educate and raise awareness of sexual offending, particularly as society continues to emerge from Covid-19 restrictions.”



Reducing Drug Harm and Targeting Supply

Drug Supply crime includes: <ul style="list-style-type: none"> • Manufacture or cultivation of drugs • Supply of drugs to another (including intent) • Bringing drugs into prison 	Drug Supply Recorded Crime	Drug Supply Solvency
		
April – June 2021	98	72.4%
April – June 5 year average	114	81.4%
% change from 5 year average	-13.9%	-8.9%
<ul style="list-style-type: none"> • Total drug crime has reduced by 4.7% (29 fewer crimes) and solvency has increased by 0.5% to 88.1% against the 5 year average. • Production, manufacture or cultivation of drugs has reduced by 41.2% (6 fewer crimes) and solvency has reduced by 34.6% to 62.5% against the 5 year average • Supply of drugs has increased by 2.3% (2 more crimes) and solvency has reduced by 9.2% to 73.9% against the 5 year average. The reduction in solvency is largely due to the pending forensic analysis of controlled substances and electronic devices. • Possession of drugs has reduced by 4.5% (23 fewer crimes) and solvency has increased by 3.5% to 92.5% against the 5 year average. • Bringing drugs into prison has reduced by 85.9% (12 fewer crimes) and solvency has reduced by 6.3% to 50.0% against the 5 year average. This reduction is a consequence of reduced visitor numbers to the prison. • Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguards for exploited children. 		

Targeting Supply



QUOTE

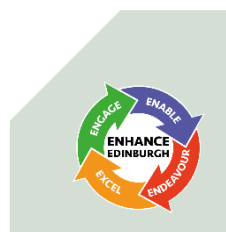
Detective Inspector Robert Campbell:

“Over the last quarter, four attempted murders have been linked to Serious and Organised Crime Groups within the city. The groups involved are all suspected of being concerned in the large-scale supply of class A controlled drugs.

We have adopted a two-fold approach to target the groups with bespoke inquiry teams created to investigate the significant incidents, alongside a team that is robustly targeting those involved in the production and supply of drugs in the city.

We recognise victims are at heart of these crime groups and have been working with our partners to ensure their safety and wellbeing, illustrating that we are not only robust in our enforcement around those responsible for committing crime, but remain committed to ensuring the public can live their lives without fear or intimidation.

Thus far, 8 males have been arrested and charged with attempted murder, with numerous search warrants executed at addresses across the city and throughout Scotland, resulting in significant drug recoveries and the disruption of these crime groups.”



Targeting Housebreaking and Acquisitive Crime

Group 3 crime includes:

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

Group 3 Recorded Crime

Group 3 Solvency



Group 3 crime includes:	Group 3 Recorded Crime	Group 3 Solvency
April – June 2021	3279	21.3%
April – June 5 year average	4499	26.5%
% change from 5 year average	-27.1%	-5.2%

- Acquisitive crime has seen a reduction of 27.1% (220 fewer crimes) against the 5 year average and an increase of 1.4% (46 more crimes) against LYTD.
- Overall housebreaking, which includes domestic premises, businesses, sheds and garages, has reduced by 49.8% (340 fewer crimes) against the 5 year average and has reduced by 31.9% (161 fewer crimes) on LYTD.
- Domestic housebreaking has reduced by 45.8% (142 fewer crimes) against the 5 year average and has increased by 16.7% (24 more crimes) on LYTD.
- Motor vehicle crime has reduced by 41.0% (271 fewer crimes) against the 5 year average and has increased by 1.8% (7 more crimes) against LYTD.
- Shoplifting has reduced by 31.8% (314 fewer crimes) against the 5 year average, whilst common theft has reduced by 36.3% (409 fewer crimes) against the 5 year average.
- Fraud has increased by 91.7% (292 more crimes) against the 5 year average, which is reflective of a wider national trend. A significant proportion of this is perpetrated via electronic means. Police Scotland and the Scottish Police Authority's joint strategy for the future of policing in Scotland included the commitment to develop a specific cyber strategy to transform Police Scotland's internal cyber capability and response, whilst enabling the delivery of proactive support to individuals, communities and partners that embeds resilience and aligns to our wider preventative model.
- A video was created in collaboration with the Chinese Consulate relating to fraudulent scams against Chinese students and has been circulated to Universities across the city.



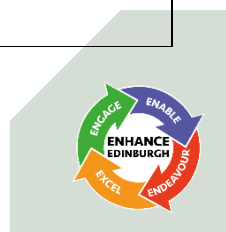
CASE STUDY

Case Against Kyle McMillan:

In May 2021, as a result of extensive enquiries, Kyle McMillan, was sentenced to two and half years imprisonment for knife possession and eight domestic housebreakings committed across the city. McMillan targeted what he believed to be unoccupied houses and committed the offences whilst carrying a knife. The Crown Office and Procurator Fiscal Service recognised the dedication and investigative work carried out by the enquiry officers, which culminated in McMillan pleading guilty to the offences at a pre-trial hearing.



Detective Inspector Kevin Tait:

“The sentence given to Kyle McMillan is testament to the prolonged and considerable investigations carried out by our dedicated housebreaking teams across the City of Edinburgh. The prevention and investigation of domestic housebreakings remains a key focus for our division and I am thankful that in this instance we, along with the Crown Office, have lessened the impact this often devastating crime type can have on victims by agreeing to an early guilty plea, preventing them having to provide witness testimony in a criminal court.”



Group 4 crime includes:

- Culpable and reckless conduct
- Vandalism
- Fire-raising

	ASB Group Recorded Incidents	Group 4 Crime
		
April – June 2021	11265	1208
April – June 5 year average	10952	1349
% change from 5 year average	+2.9%	-10.5%

- Anti-Social Behaviour (ASB) incidents have increased 2.9% (313 more incidents), however overall Group 4 crime has reduced by 10.5% (141 fewer crimes) against the 5 year average.
- Fireraising has reduced by 23.4% (15 fewer crimes) against the 5 year average.
- Vandalism has reduced by 13.9% (165 fewer crimes) against the 5 year average, and solvency has increased by 2.2% to 20.6%.
- Public nuisance incidents have reduced by 35.1% (2322 fewer incidents) on LYTD, whilst noise complaints have reduced by 8.4% (207 fewer incidents) on LYTD.

Operation Drift



CASE STUDY

Operation Drift 2021:

Operation Drift is Police Scotland’s annual operation aimed at providing a police presence on and around Portobello Beach to ensure the area is welcoming to visitors and continues to be an attractive place to live. This year a rise in anti-social behaviour was observed and the policing plan was quickly adapted to address this.

Increased patrols using local and national resources were tasked to patrol Portobello, engaging with young persons and the wider public, with the aim of deterring anti-social behaviour and providing reassurance to the community. The officers included our local Community Team, Flexible Resource Unit, Mounted and Marine Branches. We also worked with a variety of partners including City of Edinburgh Council Waste & Cleansing Departments, Licencing, Youth Services, Lothian Buses, Scot Rail and Education. In addition we worked closely with HMS Coastguard to deliver water safety inputs.

Officers on patrol regularly dropped into local businesses and spoke with owners and employees. These relationships, along with those we have with the wider community, were key in identifying hot spots and problematic areas within Portobello, allowing us to respond appropriately.



A substantial amount of alcohol was seized from under age youths, and a number of Fixed Penalty Notices and Police Warnings were issued for lower level anti-social behaviour. Seven arrests were made in total. Where an officer had cause to note a young person’s details during their deployment on Operation Drift, this person was visited, and in the presence of a parent or carer, the effects of anti-social behaviour were discussed.

Police Scotland continues to work with Education and Youth Services to deliver the message against anti-social behaviour and support diversionary projects and activities.



Group 7 crime includes:

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

	Group 7 Recorded Crime	Group 7 Solvency
		
April – June 2021	1776	80.5%
April – June 5 year average	2073	82.4%
% change from 5 year average	-14.3%	-1.9%

- Group 7 crime has reduced by 14.3% (297 fewer crimes) and solvency has reduced by 1.9% to 80.5% against the 5 year average.
- Dangerous driving offences have increased by 25.0% (15 more crimes) against the 5 year average.
- Driving without a licence offences have increased by 18.7% (25 more crimes) against the 5 year average.
- Driving without insurance offences have reduced by 10.7% (40 fewer crimes) against the 5 year average.
- There has been 1 fatal collision, compared to 2 fatal collisions LYTD. There has been an increase of 26.9% (7 more collisions) in serious injury collisions and an increase of 39.3% (22 more collisions) in those resulting in slight injury. The increase in road traffic collisions is a consequence of increased road use compared to last year. The increase in collisions impacts the amount of proactive work carried out, which explains the overall reduction in Group 7 crime.

Road Policing in Edinburgh






KEY FACTS

Inspector Roger Park – Roads Policing:

“Edinburgh Roads Policing have been working with our partners at Lothian Buses, Road Safety Scotland, David Philp Commercials, and John Gilchrist Photography to support the National Vulnerable Road User Campaign and promote safe spaces and shared road use for all.

Edinburgh Officers conducted a series of Road Shows in the city centre, working in conjunction with the partners to raise awareness of 'Blind Spots' and sight lines on larger vehicles. Lothian Buses have provided two of the city's fleet to contain artwork and promotion material with the message 'Think Blind Spots'. Further Road Shows are being planned, coupled with additional safety promotions. Operation Close Pass continues to feature in our monthly activity plans, as do community speed focus events.”



	All Domestic Abuse Incidents	Domestic Crimes	Domestic Abuse Solvency
			
April – June 2021	1327	739	73.1%
April – June 5 year average	1453	929	64.7%
% change from 5 year average	-8.7%	-20.4%	+13.0%

- Domestic abuse incidents have reduced by 8.7% (126 fewer incidents) against the 5 year average.
- Domestic crimes have reduced by 20.4% (190 fewer crimes) against the 5 year average.
- Solvency has increased by 13.0% to 73.1% against the 5 year average.
- Detections for Domestic Bail offences have increased by 12.9% (n= against the 5 year average).
- Domestic Scheme for Domestic Abuse Scotland (DSDAS) referrals have continued to increase on last year. The scheme provides means of sharing information about an abusive partner’s past. Increased numbers of applications are being received by partner agencies demonstrating a greater awareness of the scheme and its key role in the provision of protection to those who may be at risk of domestic abuse.
- There has been an increase in referrals from Shakti via the Equally Safe Edinburgh Committee, as a result of more frequent communication through regular Microsoft Teams meetings. The increase in referrals has not translated into more recorded crime, with Honour Based Abuse assessments frequently being conducted from a safeguarding perspective only.

Domestic Abuse



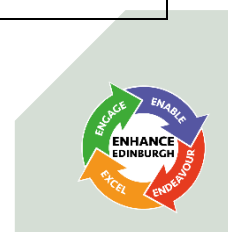
QUOTE




DCI Iain Ramsay – Public Protection Unit:

“The full impact of the easing of lockdown on domestic incidents and reports remains under close scrutiny within E Division. The Domestic Abuse Investigation Unit (DAIU) continue to closely monitor domestic abuse levels, incorporating data from Police systems, partner agencies and academic studies. To date, both recorded incidents and recorded crime are lower than the equivalent period in the 2020-2021 period.

Despite this, EDDACS (Edinburgh Women’s Aid Court Support Service) has seen a significant increase in demand, and DSDAS referrals have continued to rise. We will continue to work with our statutory and third sector partners to ensure that all those affected by domestic abuse can access and receive the necessary support and help when needed, and that multi-agency Initial Referral Discussions (IRDs) are raised when there are children at risk within a domestic abuse setting.

The DAIU enquiry team continue to investigate reports of serious and protracted domestic abuse. Several rape investigations have recently been brought to a conclusion and several more rape investigations have been initiated in the last reporting period.”



	Hate Incidents	Hate Crimes	Hate Crime Solvency
			
April – June 2021	343	293	52.9%
April – June 5 year average	331	330	61.4%
% change from 5 year average	+3.7%	-11.2%	-8.5%

- Hate incidents have increased by 3.7% (12 more incidents), while hate crimes have reduced by 11.2% (37 fewer crimes) compared to the 5 year average.
- Solvency for hate crime has reduced by 8.5% compared to the 5 year average.
- Racially aggravated crimes have increased by 3.0% (6 more crimes) compared to LYTD, and crimes aggravated by sexual orientation have increased by 28.6% (12 more crimes) compared to LYTD. These rises can be attributed to a restriction on movement in Q1 2020, as evidence shows hate crimes committed in public places reduced during this period, whereas those committed in private remained unchanged.

Engagement and Support During the Pandemic



QUOTE

PC David Clark - Partnerships, Interventions & Preventions:

“Whilst we remain focused on identifying the perpetrators of hate crime, as the sum of many parts, we also recognise the importance of seeking to prevent incidents and support victims, with our response shaped through engagement with a number of partners, including LGBT Youth Scotland.

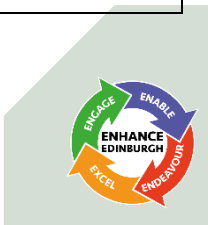
We have recently signed up to complete the LGBT Charter, sponsored by LGBT Youth Scotland, this 12 -18 month programme supports organisations to develop and implement LGBT inclusive policies and practices. Our Divisional delivery plan, incorporates a bespoke training package, focused on increasing staff and officer awareness of the day to day challenges faced by the LGBT community, further complemented by an ongoing officer and staff consultation exercise.

In signing up to the LGBT Charter, we are committed to ensuring that our policies and services are sensitive to, inclusive, responsive and align with the needs of individuals, communities and other stakeholders.

In working proactively to achieve the LGBT Charter, I hope that we will instil confidence and I encourage the victims of hate crime to come forward and report. We enjoy a fantastic relationship with LGBT Youth Scotland and a big thank you to them for their ongoing support and advice.”



PIP Officers celebrating Pride Month



Needs of Local Community

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

Preventative Approaches and Local Partnerships



SPOTLIGHT ON NORTH-EAST

Beat Hunger Campaign

Aimed at tackling food inequality / poverty in the North-East area of Edinburgh and funded by the Deputy Chief Constable Local Partnership and Initiative Fund, the 'Beat Hunger' Campaign was launched by the NE Community Policing Team.

This initiative saw the distribution of the appropriately titled 'Beat Box' to support some of the most vulnerable during unprecedented times. Each 'Beat Box' contained fresh and long life ingredients provided by partners including Edinburgh Community Foods, Capital Wholesalers, Asda and Tesco. Cooking utensils were also included to be used alongside a unique community cook book with recipes from local business owner and Michelin Star Chef, Martin Wishart, for simple nutritious meals cooked using the most basic cooking facilities. Information on family, financial and mental health support literature was supplied, along with reading material / activities for children.



PC Mitchell and Jo, Edinburgh Community Foods, add online safety info to food support boxes.



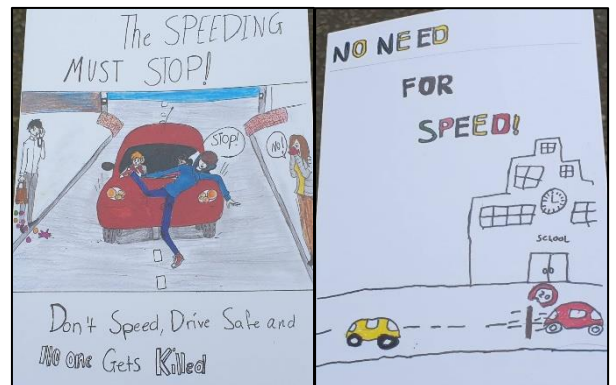
Working in partnership with the Edinburgh North-East Foodbank, we distributed 83 'Beat Boxes' at 4 locations over 10 dates to identified vulnerable groups within the foodbank community.

This was followed by the distribution of 112 'Beat Boxes' over a 4 week period to 28 vulnerable families and young adults identified and referred to us by partners, including Community Renewal, Dr Bell's Family Centre, Castleview Primary School, Edinburgh City Mission and CEC.

Going forward, the community cook book will be made available online for the wider community and circulated to partners across the city.

Making our Roads Safer

North-East School Link Officers have been visible around schools at key times, engaging with motorists and parents to ensure compliance of local Temporary Traffic Regulation Orders. We have worked alongside key partners, such as Traffic Enforcement Officers and Road Safety Officers to provide education to road users and highlight the consequences of any irresponsible driving or parking. Leaflets designed by local primary school children (as seen on the right) were handed out around schools.



Confidence in Policing

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

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

Results from June 2021 are provided below:

	Adequately Updated	Treated Fairly	Treated with Respect	Overall Satisfaction
June 2021	59.5%	63.7%	76.6%	70.6%
Force	59.0%	66.0%	81.8%	71.7%

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

Community Engagement – South West



SPOTLIGHT ON SOUTH-WEST

Broomhouse Hate Crime

Information was received from a community group which suggested an ongoing issue with hate crime in Broomhouse, where victims were reluctant to contact the police. The local Community Policing Team immediately responded alongside colleagues in our Preventions, Interventions & Partnerships team, and established a relationship with leaders in the South Asian Community and other community groups.

Victims were identified and visited, with a number of crimes recorded. Victim impact statements were obtained to better understand the issue and aid in the formulation of an appropriate response. Largely the crimes were thought to have been committed by children, and four youths and one adult were charged. Where offenders were not identified, work was carried out in schools alongside the North-West School Link Officer to the age group of those thought responsible. Engagement has also been carried out with youths who frequent the area.

'Coffee with a Cop' sessions were instigated as soon as restrictions allowed, and this informal communication showed that people were struggling to understand when it was appropriate to contact police due to a language barrier. Appropriate leaflets and information were printed in Urdu and Arabic and distributed throughout the community, with work currently ongoing to translate these into Bengali.

Community leaders are now very receptive and engaging with police, and plans are in place to be part of a street festival in October and to continue the beneficial 'Coffee with a Cop' sessions.

Trauma Informed Care

Willow Service is a multi-agency team that provides support to women within the criminal justice system, and does this from a trauma informed care approach.

A care plan was put in place for one individual which was done in collaboration with Police, Scottish Ambulance Service, NHS 24, Accident and Emergency and MHAS. This care plan agreed parameters of interaction with the individual with agreed acceptance of risk from all agencies. This has resulted in significantly reduced interactions between the individual and Police (and other agencies) and is being replicated with other women in the South-West area.



Positive Working Environment

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

Positive Working Environment



KEY FACTS

Training & Development

- Inspector Development Sessions – Planning is underway to deliver sessions for Inspectors across the division.
- New programme proposal drafted by Sergeant Simpson aimed at supporting those returning to work following a prolonged absence.
- Anatomy of Giving Evidence Sessions offered with an external organisation delivering.
- Officer Safety Training Instructor opportunities have been advertised.
- 96 places on Managing and Leading the Team – Three-day online course secured from the Flexible Workforce Development Fund by E Division on behalf of Police Scotland – 6 cohorts of 16. Nominations have been obtained from within E Division.

Wellbeing

- Numerous wellbeing articles have been posted on the divisional intranet.
- The National 'Your Wellbeing Assessment' is now live and has been promoted in division.
- Menopause video by Supt Robinson has been featured on homepage.
- Approval given to progress the re-decoration of Gayfield's Wellbeing Room.
- Feature published on the intranet to support/inform individuals in having a family. A new family support group is being scoped, along with champions for individuals in areas such as pregnancy, maternity leave etc.

Special Constables

- Volunteer week submissions on social media for Special Constables (SC) & Police Scotland Youth Volunteers (PSYV) highlighting achievements over past year.
- Social Media post highlighting good work by SCs in organising and delivering citations.
- Forum regarding Crime Prevention delivered by PC Hegarty.
- SC participation in firearms training role-play scenarios at various venues, including Royal Yacht Britannia, Edinburgh Castle and Edinburgh Zoo.

PSYV

- PSYV online training nights have been delivered, including on Body Image, Mental Health, and CV Writing School.
- PSYV deployment working with the Preventions, Interventions & Partnerships Team (PIP) to deliver Shut Out Scammers campaign material to city centre banks.
- PSYV were deployed at a bike marking event supported by Just Eat, Sustrans & PIP.



Sustainable and Adaptable Service

Police Scotland is sustainable, adaptable and prepared for future challenges

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

Divisional Change Board

Mobile Devices

Training and delivery of mobile devices to detective officers has now been completed. This provides most detective roles with a mobile device to act as their police notebook, giving them access to police systems remotely and allowing them to work more efficiently. Officers whose roles involved extensive statement taking have also been issued with tablet devices to support them in that function. In addition to the CID officers, devices have been issued to officers in some specialist roles and Special Constables whose roles will benefit from mobile connectivity. This supports the national digitally enabled policing programme and realises efficiencies that reduce the amount of time spent in administrative tasks and maximises officer availability.

Core Operating Solutions

- Testing of the new national crime and case system has now concluded and a phased deployment across the country will commence imminently.
- E Division has supported the development of the national crime system through provision of specialists from the Recorded Crime Management Team to the testing programme.
- The national crime system is expected to deploy in E Division in 2022.
- E Division is participating in the national discussion around standardising crime management processes across the country.

Enhanced Court Capacity

During much of 2020 courts had to run at reduced capacity due to the impact of Covid-19. To tackle the resulting backlog of court work, additional capacity has been provided to the courts and this has an impact on policing. We have provided staffing to meet this demand and ensure that court business can run safely.

Covid-19

The relaxation of Covid-19 restrictions has resulted in changes to our safe working environment to comply with public health guidance. In-person training has now resumed and the provision of lateral flow testing has facilitated the safe gathering of officers in large numbers. Provision of IT equipment for working from home continues, as needed, to reduce unnecessary attendance within offices and assist those with underlying vulnerabilities to work safely.

COP26

Staff in specialist roles have undertaken bespoke training courses in preparation for their roles in policing COP26. Planning has been undertaken to achieve the safe delivery of the event and maintain business as usual policing for the duration of COP26.



KEY FACTS

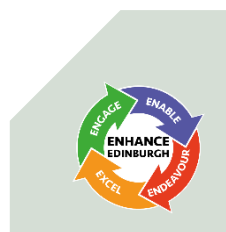


Crime Statistics

During 2020/21 there were a variety of Covid-19 pandemic restrictions and lockdowns. It is recommended that the primary comparator to use as a baseline is a five-year average. Where this is not available, then a three-year average should be used. Where comparisons are made between 2020/21 and 2019/20 caution should be used when interpreting analytical results.

Overall Recorded Crime					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1-5	6,227	6,414	3.0	7,622.0	-15.8
Group 1-7	10,877	11,153	2.5	13,011.0	-14.3
Group 1	206	193	-6.3	209.2	-7.7
Group 2	313	352	12.5	293.6	19.9
Group 3	3,233	3,279	1.4	4,498.6	-27.1
Group 4	913	1,208	32.3	1,349.0	-10.5
Group 5	1,562	1,382	-11.5	1,271.6	8.7
Group 6	2,856	2,963	3.7	3,315.8	-10.6
Group 7	1,794	1,776	-1.0	2,073.2	-14.3

Overall Solvency Rates					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1-5	50.6	39.9	-10.7	38.1	1.9
Group 1-7	62.1	52.4	-9.7	51.8	0.6
Group 1	84.5	59.6	-24.9	68.6	-9.1
Group 2	61.7	63.6	2.0	50.4	13.2
Group 3	33.8	21.3	-12.6	26.5	-5.2
Group 4	34.8	23.2	-11.7	19.8	3.3
Group 5	87.9	90.1	2.2	90.6	-0.5
Group 6	69.5	62.5	-7.0	64.2	-1.7
Group 7	90.3	80.5	-9.8	82.4	-1.9



Group 1 – Non Sexual Crimes of Violence - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Group 1 Total	206	193	-6.3	209.2	-7.7
Murder	1	-	-100.0	1.0	-100.0
Culpable Homicide	0	0	-	0.8	-100.0
S1 Domestic Abuse	47	35	-25.5	19.6	78.6
Att Murder	7	6	-14.3	7.0	-14.3
Serious Assault	55	46	-16.4	81.4	-43.5
Robbery	61	45	-26.2	63.8	-29.5

Group 1 – Non Sexual Crimes of Violence – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Grp 1 Total	84.5	59.6	-24.9	68.6	-9.1
Murder	100.0	x	x	120.0	x
Culpable Homicide	-	-	-	75.0	-
S1 Domestic Abuse	78.7	65.7	-13.0	66.3	-0.6
Att Murder	100.0	83.3	-16.7	88.6	-5.2
Serious Assault	87.3	76.1	-11.2	72.5	3.6
Robbery	91.8	60.0	-31.8	67.1	-7.1



Group 2 – Sexual Crimes – Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 2	313	352	12.5	293.6	19.9
Rape	53	72	35.8	50.2	43.4
Sexual Assault	62	115	85.5	83.2	38.2
Lewd & Libidinous	24	29	20.8	21.8	33.0
Indecent Communications	54	30	-44.4	29.6	1.4
Threat/Disclose Intimate Image	20	18	-10.0	12.0	50.0

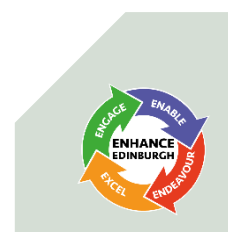
Group 2 – Sexual Crimes – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 2	61.7	63.6	2.0	50.4	13.2
Rape	52.8	55.6	2.7	49.4	6.2
Sexual Assault	71.0	70.4	-0.5	38.7	31.7
Lewd & Libidinous	29.2	82.8	53.6	44.0	38.7
Indecent Communications	75.9	50.0	-25.9	60.1	-10.1
Threat/Disclose Intimate Image	40.0	33.3	-6.7	31.7	1.7



Group 3 – Acquisitive Crime - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 3	3,233	3,279	1.4	4,498.6	-27.1
Housebreaking Dwelling	144	168	16.7	309.8	-45.8
Housebreaking Non-Dwelling	247	95	-61.5	194.8	-51.2
Housebreaking other	113	80	-29.2	178.0	-55.1
Total Housebreaking	504	343	-31.9	682.6	-49.8
OLP Motor Vehicle	86	97	12.8	183.8	-47.2
Theft of Motor Vehicle	147	131	-10.9	206.0	-36.4
Theft from Motor Vehicle	129	140	8.5	219.2	-36.1
Total Motor Vehicle	383	390	1.8	660.8	-41.0
Theft Shoplifting	604	672	11.3	985.6	-31.8
Common Theft	642	716	11.5	1,124.6	-36.3

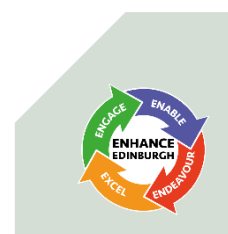


Group 3 – Acquisitive Crime – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 3	33.8	21.3	-12.6	26.5	-5.2
Housebreaking Dwelling	43.8	19.6	-24.1	30.7	-11.1
Housebreaking Non-Dwelling	6.1	14.7	8.7	6.9	7.9
Housebreaking other	40.7	28.8	-12.0	32.1	-3.4
Total Housebreaking	24.6	20.4	-4.2	24.3	-3.9
OLP Motor Vehicle	14.0	13.4	-0.6	6.6	6.8
Theft of Motor Vehicle	38.8	30.5	-8.2	25.6	4.9
Theft from Motor Vehicle	18.6	17.1	-1.5	8.3	8.8
Total Motor Vehicle	25.1	20.0	-5.1	13.4	6.6
Theft Shoplifting	65.9	40.9	-25.0	54.6	-13.7
Common Theft	26.3	11.9	-14.5	15.0	-3.1



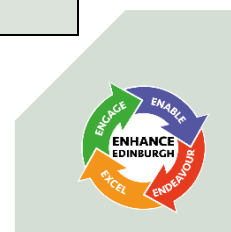
Group 4 – Fire-raising, Vandalism etc. - Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 4	913	1,208	32.3	1,349.0	-10.5
Fire-raising	49	49	-	64.0	-23.4
Vandalism	766	1,024	33.7	1,189.4	-13.9
Culpable & Reckless	95	132	38.9	94.2	40.1

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 4	34.8	23.2	-11.7	19.8	3.3
Fire-raising	18.4	24.5	6.1	18.1	6.4
Vandalism	30.4	20.6	-9.8	18.4	2.2
Culpable & Reckless	80.0	43.2	-36.8	37.8	5.4



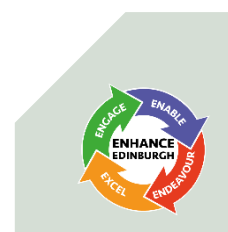
Group 5 – Other Crimes – Recorded					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 5	1,562	1,382	-11.5	1,271.6	8.7
Carry offensive weapon	36	36	-	29.8	20.8
Handling bladed/pointed weapon	71	87	22.5	62.8	38.5
Bladed/pointed used in other criminality	38	47	23.7	32.2	46.0
Total offensive weapon	213	228	7.0	168.4	35.4
Supply of drugs	108	98	-9.3	113.8	-13.9
Possession of drugs	569	480	-15.6	502.8	-4.5

Group 5 – Other Crimes – Solvency					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 5	87.9	90.1	-0.5	90.6	FALSE
Carry offensive weapon	97.2	83.3	-4.6	87.9	-4.6
Handling bladed/pointed weapon	85.9	87.4	-0.9	88.2	-0.9
Bladed/pointed used in other criminality	84.2	74.5	1.2	73.3	1.2
Total offensive weapon	81.7	78.9	-3.0	81.9	-3.0
Supply of drugs	69.4	72.4	-8.9	81.4	-8.9
Possession of drugs	79.8	92.5	3.5	89.0	3.5



Group 6 Recorded Crime					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Grp 6	2,856	2,963	3.7	3,315.8	-10.6
Common assault	1,155	1,318	14.1	1,454.6	-9.4
Common assault - emergency workers	157	154	-1.9	136.4	12.9
Total Common assault	1,312	1,472	12.2	1,591.0	-7.5

Group 6 Solvency Rates					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Grp 6	69.5	62.5	-1.7	64.2	-2.0
Common assault	58.3	52.0	-1.0	53.0	-1.8
Common assault - emergency workers	100.6	98.7	3.1	95.6	4.6
Total Common assault	63.3	56.9	0.2	56.7	-0.8



Group 7 – Offences Related to motor Vehicles					
	20/21	21/22	% change from 20/21	5 year mean	% change from 5 year mean
Total Group 7	1,794	1,776	-1.0	2,073.2	-14.3
Dangerous Driving	85	75	-11.8	60.0	25.0
Drink / Drug Driving	118	136	15.3	98.2	38.5
Speeding Offences	101	35	-65.3	166.2	-78.9
Driving whilst Disqualified	53	22	-58.5	40.6	-45.8
Driving without a Licence	179	160	-10.6	134.8	18.7
Insurance Offences	523	335	-35.9	375.0	-10.7
Seat Belt Offences	18	10	-44.4	49.0	-79.6
Mobile Phone Offences	19	14	-26.3	77.8	-82.0
Driving Carelessly	152	185	21.7	160.0	15.6
Using a MV without MOT	119	277	132.8	272.0	1.8



Police Scotland's Quarter 1 Performance Report for the Scottish Police Authority can be found [here](#)

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

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





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Policy and Sustainability Committee

10:00am, Tuesday, 5 October 2021

Protect Transport for Edinburgh – Response to Motion

Executive/routine
Wards
Council Commitments

1. Recommendations

The Policy and Sustainability Committee is asked to:

- 1.1 Note the contents of this report; and
- 1.2 Note the contribution of services across the city working to protect transport in Edinburgh through the Transport Community Improvement Partnership.

Julien Kramer

Interim Director of Education and Children's Services

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

E-mail: jon.ferrer@edinburgh.gov.uk | Tel: 0131 553 8396

Protect Transport for Edinburgh – Response to Motion

2. Executive Summary

- 2.1 This report provides the committee with information in response to a motion and two amendments relating to antisocial behaviour and transport concerns highlighted by Councillor Whyte at Full Council on the 29 April 2021.
- 2.2 This report provides detail and context around several topics including local police accountability: partnership working and youth engagement.

3. Background

- 3.1 Following a motion and two amendments put forward by Councillor Whyte at Full Council on the 29 April 2021:

“The Council calls on the Chief Executive to provide an urgent report showing action that can be taken to:

*Lobby Police Scotland and the Scottish Government to address the low number of local Police officers in our Capital and **ensure Edinburgh gets its fair share of policing resources.***

*Ensure those **officers are accountable through local mechanisms** so that we can return to the **partnership and prevention approach** that was successful under the former Lothian and Borders Police;*

*And consider what action the Council could take to **contribute to that partnership approach to support and inspire young people** who might be at risk of following a misguided path towards antisocial behaviour, risk assessing such positive outcomes against any coronavirus restrictions”.*

Amendments include:

*Calls on the Chief Executive to provide an urgent report showing actions that can be taken **to consult with young people and affected communities on ways to mitigate the causes of antisocial behaviour including the lack of facilities** across the city for people between the ages of 12 and 17 (inclusive). Asks that this report also considers how Edinburgh can work with other local authorities to ease antisocial behaviour across the region.*

That the process of such consultation and its results should be shared with the Edinburgh Community Safety Partnership to make sure partnership work can be engaged in to prevent antisocial behaviour in the future.

*Requests the report to the Policy and Sustainability Committee within three cycles to include information on how the **Council is facilitating partnership between Community Police and our excellent third sector organisations** across the city who already deliver detached, or street-based youth work.*

*Also includes **consideration of place plans, shaped by participation of young people** to help the city further develop a preventative approach to antisocial behaviour while supporting and encouraging our young people and keeping then our wider communities safe.*

4. Main report

- 4.1 This report is presented in two sections, the first includes a response from Police Scotland with the second section outlining the current partnership approach taken by various services/agencies including our partners in the third sector, which further complement the work of the police in tackling antisocial behaviour and disorder against the local public bus transport provider.

Accountability/Partnership and Prevention

- 4.2 Under Police Scotland, the local policing model in Edinburgh has gone through several iterations and provides a consistent, high quality local policing model that is far more sophisticated than that which existed under legacy L&B Police (Lothian and Borders) . Rather than relying on a single Beat Officer, Community Policing Teams provide a more consistent service more in line with modern communications and efficient, effective public engagement. An example would include use of social media platforms that did not previously exist; allowing messaging to be targeted and further reaching than was previously the case.
- 4.3 Police Scotland's approach to partnership working has advanced from its origins pre-2013. Edinburgh has a dedicated Superintendent and Chief Inspector leading on partnership engagement, and a Prevention, Intervention and Partnerships team, who engage widely with youth groups and the Voluntary Sector, such as Sidestep, to divert young people away from crime and exploitation.
- 4.4 A dedicated Youth Justice Sergeant meets regularly with partner agencies in social work, education, and health to review all reports of schoolchildren who have come to the attention of the authorities for behavioural issues in order to ensure that their needs are addressed, and further problems prevented.
- 4.5 Police Scotland's dedicated missing persons co-ordinator works closely with partners in the Voluntary Sector, health, and local authority to safeguard the interests of vulnerable and looked after children. Over the last three years, cases of crime and missing children from residential care homes has drastically reduced as a result of

close collaborative working between Voluntary Sector (Barnardo's), residential care homes, young people's centres, and police.

- 4.6 The Partnership Superintendent works closely with partners to implement the city's community plan and until recently had chaired the Locality Outcome Improvement Partnership (LOIP) Delivery Group reporting directly to the Edinburgh Partnership. Police Scotland's approach to crime prevention has evolved beyond legacy L&B's in that it seeks to address the underlying causes, rather than just the symptoms of crime and ASB (anti-social behaviour). This means taking an active part in the city's Community Safety Strategy, which the Police lead jointly with the Council. Their role in taking the strategy forward involve a team of targeted Police Officers working hand in glove with the Council locality Family and Household Support teams to address issues as they arise to prevent crime and ASB. Furthermore, Police Scotland's Youth Justice Sergeant plays a key role in the strands of the strategy relating to Young People and Offending and Digital Safety. None of these areas existed in the previous crime prevention models of legacy L&B, which were far less joined up with partners than they are today.
- 4.7 Local policing remains entirely under the control of the Divisional Commander and operational matters are not managed centrally as all priorities are set locally in consultation with city stakeholders and captured in the divisional local policing plan. Although the funding arrangement with the City of Edinburgh Council has recently changed, and Local Authority funding for the 8 dedicated FHST (Family and Household Support team) officers and Youth Justice Sergeant has been withdrawn, the Divisional Commander has taken the decision to continue providing these essential partnership and preventive services. The city has therefore seen no diminution in service following the Council's decision to cease funding these essential roles, which illustrates commitment to preventive policing in collaboration with partners. This commitment extends to CPT (Community Policing Team) engagement with Community Councils and other community-based groups.
- 4.8 In response to the concerns raised about behaviour observed in and around the Meadows, as a large, open and easily accessible green space, the Meadows is routinely utilised by a range of individuals, including local residents, families, and young people; and whilst the vast majority have done so without any cause for concern, disappointingly there were instances of anti-social behaviour and disorder, most markedly, over the 2021 Easter weekend.
- 4.9 In response, Edinburgh Division enhanced their dedicated high visibility mobile and foot patrol, patrols with resources drawn from across Police Scotland's specialist resource cadres, which included the Flexible Response Unit and Mounted Section. This deployment was also complemented by a suite of measures agreed at South East's Community Improvement Partnership, comprising engagement with local retailers, access to City of Edinburgh Council's (CEC) CCTV van, enhanced cover from CEC's Street Enforcement Officers, Park Rangers and Street Cleansing, Voluntary Sector youth engagement provision (6VT), Street Assist and increased opening hours of the on-site toilets.

- 4.10 In addition to this, the Local Area Commander adopted a prevention focused communication strategy, with messaging shared across partnership networks, including British Transport Police colleagues, transport providers (buses / trams / trains), School Link Officers, Edinburgh University, and youth engagement service providers throughout the city and across other local policing divisions. With community concerns remaining a priority, the Local Area Commander also shared Edinburgh Division's policing commitment during on-line community meetings.
- 4.11 These behaviours will not be tolerated, and to identify those individuals, who had very obviously attended at the Meadows for the express purpose of causing disorder, Edinburgh Division established a dedicated investigative response, formed from CID (Criminal Investigation Department) and local community based resources, and Police Scotland have since advised that 14 individuals were subsequently identified, charged, and reported to the Procurator Fiscal.
- 4.12 This enhanced provision has remained and having liaised with senior colleagues from City of Edinburgh Council, Edinburgh Division remain grateful for their continued support.
- 4.13 Finally in addition to formal scrutiny arrangements Police Scotland value the routine oversight and support via Local Representatives and communities, and more formally, via local Community Improvement Partnerships, Community Councils and indeed Locality Community Planning Partnership with the majority of local activities predicated on partnership, which includes voluntary sector involvement.

Support and inspire young people/Facilitating a partnership approach including the third sector

- 4.14 A Transport Community Improvement Partnership (CIP) has been set up to complement the work delivered through 'Operation Proust', initiated by Police Scotland in response to a reported rise in antisocial behaviour and disorder against the local public bus transport provider, Lothian Buses ((appendix 1 Operation Proust closure report).
- 4.15 The CIP's membership consists of representation from the Council (including Young Peoples services; lifelong learning and education; including school link officers), Police Scotland both A division and E division, Fire and Rescue Service, the Voluntary Sector and Lothian and Buses Transport (LRT).
- 4.16 Members of the CIP identified areas that required development and have drafted an action plan (appendix 2) outlining various tasks based on the following work streams:
- 4.16.1 Intelligence gathering
 - 4.16.2 Restorative Justice
 - 4.16.3 Peer Mentoring
 - 4.16.4 Communications
 - 4.16.5 Youth Engagement
 - 4.16.6 Education

4.16.7 Ensuring right services are working with children on the fringes of activity

- 4.17 In order to develop specific areas of the plan, subgroups have formed including youth work and communications subgroups.
- 4.18 The youth work subgroup is currently developing an action plan, which includes identifying and mapping services that will aim to divert young people away from antisocial behaviour whilst also providing a route for young people to be consulted and have their voice heard within this area of work. The approach is one based on key youth engagement principles (young people choose to engage, the process starts from where young people are partners in the learning process), which in turn embraces a Children's Rights perspective.
- 4.19 The activity does not sit in isolation through the Transport CIP but is also linked to wider agendas, such as the recovery of youth work services in line with Scottish Government Youth Work Guidance, targeted activity within Education, Children and Families on the reopening of Community Centres and summer programme of activities planned, both through Summer of Fun and externally funded opportunities for the voluntary sector.
- 4.20 The Council is taking the lead in the communication's subgroup, which includes key contributors and partners, such as Lothian and Regional Transport officers who are currently creating a communications campaign aimed at reinforcing/fostering and promoting positive behaviours in a younger demographic. Edinburgh Tram will also be invited to participate in wider messaging to ensure maximum campaign impact through citywide stakeholder engagement. The campaign will largely be socially led however may benefit from airtime on local Radio.
- 4.21 Partners have contributed a total of three thousand pounds to date (LRT £1k; Edinburgh Community Safety Partnership 1k and Smarter Choices 1k) into a wider multi-agency media budget. Messaging and communication activity are currently being developed and will be tested with young people who take part in 6VT (Edinburgh's city youth café).
- 4.22 In response to the initial wave of incidents a short film was developed by LRT and shared through Police Scotland with LAYC (Lothian Association of Youth Clubs) as well as a wider body of youth work organisations. The film was used as a tool to engage young people in a discussion about the effects of this type of ASB. The film has since been further disseminated by CIP members through their existing communication channels.

Consideration of place plans, shaped by participation of young people

- 4.23 One of the three key themes within the 2020 – 2023 Community Safety Strategy is to *reduce the likelihood of children and young people engaging in harmful or offending behaviour* and part of the work currently being undertaken to fulfil the aim has been to develop Edinburgh's approach to Contextual Safeguarding (CS).
- 4.24 CS is an approach to better understanding and responding to young people's experiences of significant harm beyond their families. It recognises that relationships young people form in their neighbourhoods, schools and online can feature violence

and abuse. The approach recognises the need to engage and develop safeguarding practices with individuals and professionals who have influence over / within extra familial contexts such as education, local community resources, private local businesses, transport and libraries.

- 4.25 The Family and Household Support service and the Young Peoples service, including Lifelong Learning are leading on the development of Contextual Safeguarding and are currently seeking young people's involvement in shaping the new approach. Lifelong Learning have composed session plans with a view to engage young people through Youth Talk channels over the coming months.

5. Next Steps

- 5.1 Partnership working will continue to be a priority across the city and between statutory and third sector partners in order to tackle crime and antisocial behaviour.
- 5.2 Updates regarding the work of the Transport Community Improvement Partnership will be reported to the Edinburgh Community Safety Partnership on a biannual basis

6. Financial impact

- 6.1 All work referred to above is resourced from within existing service budgets. As such there is no additional financial impact identified for the Council.

7. Stakeholder/Community Impact

- 7.1 The Scottish Police Authority, Police Scotland and COSLA are working together to undertake a review of the current Local Police Plans (2020-2023) to identify areas of development and best practice which will then inform future local planning processes.
- 7.2 The consultation seeks the views of local authority elected members and officials involved in the last planning cycle and leading on scrutiny of local policing, as well as Police Scotland's divisional and local area commanders.
- 7.3 There are three parts to the consultation with the initial stage presented as an online survey followed by discussion/workshops in August and September 2021.
- 7.4 As noted in the report key stakeholders are currently being engaged with and will be involved in developing some of the initiatives outlined in this report and the Transport CIP action plan.

8. Background reading/external references

- 8.1 [Police Scotland quarterly update: Policy and Sustainability Committee: June 2021](#)
- 8.2 [Community Safety Strategy 2020-2023](#)

9. Appendices

- 9.1 Appendix 1: Operation Proust closure report
- 9.2 Appendix 2: Transport Community Improvement Partnership action plan

Operation Proust closure report:

OPERATION PROUST

1. INTRODUCTION

Operation Proust initially commenced as a South East initiative on 22nd February 2021 in response to an identified reported rise, through the daily Tasking and Coordinating (TAC) process, in youth related anti-social behaviour and disorder against the local public bus transport provider, Lothian Buses.

The initiative was expanded citywide on 1st March 2021, following similar concerns throughout each LAC (Local Area Command / Locality) area. A GOLD command structure was implemented under Chief Inspector Sarah Taylor.

Criminality included objects, primarily stones and rocks, being thrown at buses while in transit, young people holding onto the rear while the bus was in motion and tampering with the engine compartment. There was also one incident of violence when a driver was lured out of his compartment by offenders trying to disrupt the service.

The age group of those participating in this behaviour ranged from 8 to 17 years of age and the frequency of incidents was almost on a nightly basis. These incidents impacted all members of our communities through service disruption, or withdrawal on a number of evenings including from key routes.

The initiative tackled all aspects of this sustained culpable and reckless behaviour utilising a city wide approach to co-ordinate a divisional operational response that involved the commitment of a number of key internal and external stakeholders including Lothian Buses, Transport Liaison, Prevention Intervention and Partnership Team, Youth Justice, Media (both Corporate Communication and City of Edinburgh Council), Divisional Intelligence and Performance Support. In addition, a city wide Community Improvement Partnership was established to develop a strategic approach to the issues.

2. OPERATION PLAN

The overall aim of the operation was to prevent crime and disorder through early identification and education of young people while fully utilising all available diversionary opportunities.

A GOLD strategy was agreed by internal and external stakeholders as

- To implement a robust and professional policing response, including the subsequent investigation, of incidents involving anti-social behaviour and criminality directed towards public transport providers, their staff and property.

- To work collaboratively with key stakeholders to ensure that our response is proportionate and legitimate.
- To identify, secure and preserve all evidence to support the apprehension and successful prosecution of offenders involved.
- Ensure that the investigation of such offences are managed effectively by the relevant Local Command areas and where appropriate the use of specialist resource.
- To minimise the risk to officers and staff deployed to this Operation.
- To work with partners to ensure the continued wellbeing and safety of victims or other such persons affected by these acts.
- Provide reassurance to the community and any wider affected groups.
- Create an appropriate a communications strategy to support the enquiry and public reassurance message.
- Ensure that all actions are carried out effectively, professionally and are consistent with Police Scotland's Code of Ethics and Human Rights.
- Maintain trust and confidence in Police Scotland

An operational model was developed with four main identified tactics, maximising all opportunities to identify and apprehend offenders. Tactics were deployed dependent on the geographical area, prevalence and young people.

Decoy bus

The decoy bus was resourced with 1+6 plain clothes officers, this included 2 unmarked cars and was supplemented by a Lothian bus supervisor driver. The decoy patrolled identified hotspots and officers proactively monitored young people and engaged when appropriate. The bus redeployed to any reported live incidents across the city.

Marked high visibility and plain clothed patrols

Officers undertook high visibility preventative deterrent and unmarked patrols along with foot patrols. Officers were responsible for engaging with young people and discussing the dangers associated with associated criminality along with gathering intelligence on offenders. While officers were allocated default patrol areas, in the event of any live incident, resources could be combined to ensure a collective citywide response.

Partnership patrols with Lothian bus supervisors

Officers worked in partnership with Lothian bus supervisors and carried out patrols of the east and west side of the city within a Lothian Bus support vehicle. Supervisors remained in contact with Lothian Bus Control which ensured real time information could be passed to officers allowing for an immediate response. Joint engagement was also carried out with young people.

3. INVESTIGATION AND PERFORMANCE

Each LAC (Local Area Commander) identified a local bronze and designated investigatory officer for all proust related crimes with city bronze maintaining a citywide overview. Investigatory officer were predominately CPT or School Link officers. This ensured local knowledge was maintained and allowed for early identification of offenders.

Key Performance Highlights

Area	No Of Incidents	Directly Related To Proust ^[1]	Other Traffic Related incidents ^[2]	Other Related incidents ^[3]
South East	48	40	6	2
North East	25	24	1	0
North West	63	45	14	4
South West	22	18	2	2
Total	158	127	23	8

To date 38 young people have been charged, some with multiple offences due to reoffending. The solvency rate is currently at 37.6% which is anticipated to increase to around 40%.

Sub Division	Young people charged
EC	12
ED	10
EN	14
ES	2
Total	38

^[1] Directly Related to Proust includes incidents where items were thrown directly at buses, 'bus surfing', and interference with engine compartments

^[2] Incident includes items thrown at vehicles, excluding public transport

^[3] Incident where damage has occurred to Bus Shelter

Notable arrests include:

- Incident number PS-20210409-3834, PS-20210409-4240, PS-20210411-3739 and PS-20210409-4328. A 17 year old male was arrested and charged with 4 counts of culpable and reckless conduct, Criminal Justice Licencing (Scotland) Act 2010 Section 38 and Civic Government (Scotland) Act 1982 after he was identified for targeting a number of buses and unruly behaviour at Marchmount, Princes Street and Pennywell. He was released with special bail conditions preventing him from entering the city centre of Edinburgh.
- Incident number PS-20210413-3405 and PS-20210411-3739. A 16 year old male arrested and charged for culpable and reckless conduct, Criminal Justice Licencing (Scotland) Act 2010 Section 38 along with vandalism, after he was identified for throwing an egg at a bus and damaging a bus shelter¹ on Princes Street and also threatening a bus driver on Howden Hall Road. He was released with special bail conditions preventing him from entering the city centre of Edinburgh or traveling on any Lothian bus.
- Incident number PS-20210315-3137. A 15 year old male was charged with 14 counts of culpable and reckless conduct after he was identified for targeting a number of buses and taxis within the Gilmerton area with rocks. His actions resulted in a withdrawal of service from key routes. He was reported to the youth assessor.
- Incident number PS-20210305-3774. A 14 year old male was charged with culpable and reckless conduct and assault after he was identified for tampering with the emergency engine switch and luring the driver out of his cab before assaulting him. He was reported to the youth assessor.

Proust Figures 15th February to 18th April 2021				
Sub Division	Undetected	Solved	Total	Solvency %
EC	24	21	45	46.7
CRIM JUST LIC 2010 S38(1)		2	2	
CULPABLE & RECKLESS CONDUCT	24	18	42	
SECTION 25 ROAD TRAFFIC ACT 1988		1	1	
ED	10	10	20	50.0
CRIM JUST LIC 2010 S38(1)		1	1	
CULPABLE & RECKLESS CONDUCT	7	9	16	

¹ Bus shelters are not recorded within Proust Figures.

VANDALISM	3		3	
EN	23	8	31	25.8
COMMON ASSAULT (COMMON LAW)		1	1	
CULPABLE & RECKLESS CONDUCT	20	7	27	
VANDALISM	3		3	
ES	11	2	13	15.4
CULPABLE & RECKLESS CONDUCT	9	2	11	
VANDALISM	2		2	
Grand Total	68	41	109	37.6

An average of 2,130 operational hours have been completed, predominately over a 7 day period, 1600 to 2200 hours. This includes the redeployment of a full time sergeant as City Bronze Commander, officer traveling time and administration functions. The resource was mostly drawn from CPT. The Special Constable cadre provided 8 tours of duties.

4. PREVENTION, INTERVENTIONS and PARTNERSHIPS

The cornerstone of Operation Proust was the Prevention, Intervention and Partnership which is included within the GOLD strategy. This work has included:

- Bespoke deterrent messaging was sent to Schools and Youth Service Provisions for wider distribution.
- PIP have developed a school input, which includes a video produced by Lothian Buses highlighting the psychological impact to drivers. This input will be delivered to S1 year groups, subject to individual COVID restrictions, by PC Mike McGill, Transport Liaison, a member of staff from Lothian buses and School Link Officers.
- Consultation and engagement with youth service provisions and embedment of future work carried out by PIP (Preventions, Interventions and Partnership) and CPT.
- Environmental Visual Audits have been carried out at identified hotspots citywide along with CPT which were forwarded to partner agencies.
- PIP and PS Readie, Youth Justice held a meeting with Lothian Bus staff and Union representatives to explain the Youth Criminal Justice process to alleviate concerns.
- Regular updates and dialogue with Lothian Bus Operations Director and Head of Service Delivery on operational progress and participation in GOLD meetings.
- In consultation with Youth Justice and Lothian buses, there are plans to develop Youth Workshops as part of a restorative justice process.
- Agreement has been reached with Lothian buses regarding a redesign of their emergency engine switch compartment as a future deterrent.
- A CrimeStoppers Fearless campaign was carried out between 12th April to 25th April under the banner antisocial behaviour, and during which PSYV (Police Scotland Youth Volunteers) created a bespoke talking head discussing the impact of associated behaviour. Potential for bespoke campaign in the event of escalation.

- Communication Strategy developed to ensure corporate messaging and allocated SPOC (Single Point of Contact) from Corporate Communication Team. Regular very well received corporate messaging were put out on Edinburgh Division social media page.
- Proactive use of the media ensured witnesses came forward and provided information. Public support for the campaign was high
- Bespoke letters were developed which could be used as a letter drop or alternatively sent to parents or guardians highlighting when their children may have been within a hot spot area.
- 19 referrals were made to Family and Housing Support for young people identified to be involved in anti-social behaviour.
- Reinforcement, through briefing notes, were made across the Division in respect of the requirement for VPDs (Vulnerable Persons Database) for young people actively involved, or on the cusp of antisocial behaviour.

5. CONCLUSION

While Operation Proust in its current form has concluded, it has achieved positive results, increased the working relationship with Lothian Buses and public trust and confidence in Edinburgh Division.

At the point of conclusion, incidents are still being reported by Lothian buses, the severity has significantly reduced along with overall numbers.

A comprehensive operational order has been created which can be used both locally, or citywide in the event of any escalation of behaviour.

Appendix 2

Citywide CIP; LRT – Thematic Action Log – July 2021

	Theme	Evidence /specifics	Description of Tasks	Owner/lead	Timescale	Updates and ongoing Actions	
1	Intelligence	Research	Update at the August meeting any current findings.	Everyone	August 2021	Agreed that members as a collective should feedback any findings/indications as to the reasons for these attacks. Much more informal feedback not only relying on police data but also require feedback from youth engagement services.	Ongoing
2	Restorative Justice Project	Programme development	A Restorative Justice programme to be developed by Young Peoples Service; Police and LRT.	Joint lead: Nathan Readie; David Orr; Grant Rutherford; Sarah Boyd & Mike McGill	Still to determine	Difficulties in getting young people on board with the project. Initially looking at Pennywell/Drylaw however Nathan and David Orr will scope out other areas of the city. Mention of a one to one project – learn more at the next meeting.	
		Outcomes	Identify key outcomes for the Restorative Programme to ensure impact can be measured.	Joint Lead: Janine McGowan with; Nathan Readie; Sarah Boyd & Mike McGill		Outcomes to follow on from the pilot project	

		Peer mentoring	To be followed up once restorative justice has been carried out			Supt RT highlighted that it might be possible to have the young people who go through the restorative programme to act as peer mentors in the schools – much like what was taken forward through the motorcycle CIP.	
3	Communications	Communications Plan	<p>Bring together comm's colleagues from CEC, Youth Work; Police and Transport to develop a coordinated communications plan.</p> <p>To include</p> <ul style="list-style-type: none"> • How to widely disseminate the video that shows the harm that has been caused. • Look at how we get public support/buy in. • How work with communities – how we engage and get them to take responsibility in changing behaviours. • Risk Factory <p>Janine clear that any comm's must address behaviour but not criminalise unnecessarily.</p> <p>Need to be clear about the language that we use – not all children are offenders/need to see the child not the behaviour</p>	CEC / Transport /Police comms	August 2021	<p>Gaynor Marshal had provided and overview of the communications that are taking place and highlighted that Rory and Katie Spence are taking the lead around council communications – SM asked that they be invited to the next meeting to provide the communications plan that they have been working on.</p> <p>SG also noted that there might be funding available for some communications work match funded by LRT.</p> <p>SG mentioned that recent consultation work have been carried out and included in the Scottish Community Safety Network report – https://www.safercommunitiesscotland.org/ RC to invite Lorraine Giles to discuss.</p>	

4	Youth Work	Building local relationships	<p>Lauren and Dot to continue building local relationships through youth work and tie in with the communications plan to ensure consistent messages.</p> <p>Youth providers to collate all outreach work currently being carried out in the city, identify key areas for outreach workers to engage with youths.</p> <p>Ensure right services working with children on the fringes of activity</p>	<p>Lauren Edgar and Dot Horne</p> <p>John Hayward</p>	August 2021	<p>Lauren has organised a meeting with John Hayward; Dot Horne and Allan Kirkpatrick to pull together a joined up plan including outlining the outreach work taking place through lifelong learning. JH to provide and update at the next meeting.</p> <p>A note of the meeting and general updates has been provided by LE and will be used to inform the committee report due in September - attached as appendix 1.</p> <p>Also of note is the wealth of voluntary work that is taking place during the summer through the summer play programmes.</p> <p>There was mention of brining young people to the bus depot as part of the summer programming – SB from LB agreed to this as long as the visits were compliant with SG guidance. SB/DH/LE to look at the possibility of carrying out projects in the depot using a space-based approach.</p>	
		Fire and rescue outreach	<p>Fire service carrying out partnership engagement.</p> <p>Reviewing reinstating Fire skills course</p>	<p>James Young and David Morrison</p>		<p>JY working with lifelong working engaging with young people to scope out if there would be any interest in taking up the fire skills program- what doing with other findings during the course of engagement? RC to organise a mapping exercise with Fireservice and others who are</p>	

						involved in youth outreach (including David Fox) – findings to compliment the work of Lauren and Dot. David	
	Education	Linking in with schools	Require a contact with schools to carry out preventative work with young people.	Shirley McLaren		David Fox – Deputy head teacher contributing to the partnership.	Completed
			DF linking in with S1 and possibly S3.	David Fox	August 2021	DF to update the partnership of the links made with specific schools and outcomes	
5	Education Processes	Risk Factory	RF to be invited to the meeting in July to discuss their current programme and how they are currently linking in with schools.	Shirley McLaren	August 2021	SM to speak to Caroline Wilson and invite to the August meeting to discuss the adaptation of some of the scenarios in the Risk Factory – linked to transport safety.	
		Terms of Reference	Shirley agreed to put in place a term of reference for the group by next meeting	Shirley McLaren		SM taking terms of reference to the ECSP for update including report.	Completed
	Processes	ECSP reporting	Report due to the ECSP for June 2021.	Shirley McLaren		Submitted June 2021.	Completed

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Scottish Fire and Rescue Service – City of Edinburgh Area Update

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

1.1 To note the update from the Area Commander.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Jamie Macrae, Committee Officer
Legal and Assurance Division, Corporate Service Directorate
E-mail: jamie.macrae@edinburgh.gov.uk | Tel: 0131 553 8242

Scottish Fire and Rescue Service – City of Edinburgh Area Update

2. Executive Summary

- 2.1 This report provides an update from the Scottish Fire and Rescue Service on the prevention, protection and operational response activities within the City of Edinburgh area during the period to the end of Quarter 2 of 2021-22 (1st April – 30th September).

3. Background

- 3.1 In May 2019 the Council agreed that police and fire and rescue services' city-wide plans, policies and performance would be considered by the Policy and Sustainability Committee.
- 3.2 This consideration provides a forum for Police Scotland and the Scottish Fire and Rescue Service to discuss major cross-cutting issues with the Council as well as fulfilling their duty to engage with the local authority.
- 3.3 The Scottish Fire and Rescue Service are required by the Police and Fire Reform (Scotland) Act 2012 to involve the local authority in the setting of its priorities and objectives for its area.

4. Main report

- 4.1 This report provides an update from the Scottish Fire and Rescue Service on the prevention, protection and operational response activities within the City of Edinburgh area during the period to the end of Quarter 2 of 2021-22 (1st April – 30th September).
- 4.2 As with previous updates to this committee, the content of the report is aimed to be a high-level overview of the Scottish Fire and Rescue Service's progress on their key priorities and the strategic issues facing the service. Elected Members are asked to consider the information provided by the Scottish Fire and Rescue Service and whether any additional content is requested.

5. Next Steps

5.1 Not applicable.

6. Financial impact

6.1 Not applicable.

7. Stakeholder/Community Impact

7.1 The Scottish Fire and Rescue Service have discussed the content of the report with the Council and the information can develop as feedback is received.

8. Background reading/external references

8.1 The City of Edinburgh Council 30 May 2019 – [Review of Political Management Arrangements 2019](#)

8.2 Police and Fire Reform (Scotland) Act 2012

9. Appendices

9.1 Report by the Area Commander

Introduction

This report provides information on our prevention, protection and operational response activities within the City of Edinburgh area during the period to the end of Quarter 2 of 2021-22 (1st April – 30th September).

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The SFRS can make a significant contribution to improving these outcomes for the City of Edinburgh (CoE) by contributing to the Community Planning arrangements across the area.

The overarching aim of the Local Fire & Rescue Service in the CoE is to reduce death and injury from fire and other emergencies in the community. To achieve this, we will work in partnership, be pro-active and target our prevention and protection activities to where they are required, based on evidence. Within the Local Fire and Rescue Plan for the City of Edinburgh 2020, six priorities have been identified:

1. Operational Resilience and Preparedness
2. Domestic Fire Safety
3. Reducing Unintentional Injury and Harm
4. Reducing Deliberate Fire Setting
5. Non-Domestic Fire Safety
6. Reducing Unwanted Fire Alarm Signals (False Alarms).

These priorities, and our strategies for service delivery, are clearly aligned to the Community Planning structure, which supports the delivery of the Edinburgh Partnership Community Plan 2018-2028 and the four Locality Improvement Plans.

The full Local Fire and Rescue Plan for Edinburgh can be accessed at:

<https://www.firescotland.gov.uk/your-area/east/east-local-plans.aspx>

Area Commander Kenneth Rogers,
Local Senior Officer for City of Edinburgh

Performance Summary

We measure how well we are meeting our priorities using 10 key indicators:

	17-18	18-19	19-20	20-21	21-22	Trend
Accidental Dwelling House Fires	216	236	222	170	170	
Fire casualties (non-fatal - incl. precautionary check up's and fatal)	46(1)	72(2)	46(1)	39(0)	24(3)	
All deliberate primary fires	179	141	120	124	110	
Non- domestic fires	130	118	98	77	84	
False Alarms - Malicious	166	138	134	99	139	
- Unwanted Fire Alarm Signals	1893	2063	2249	1443	1481	
Special Service - RTC's	68	62	62	32	35	
- Flooding	61	71	175	92	150	
- Effecting Entry	238	224	219	228	260	
- Medical Assistance	34	23	15	16	14	

The table shows that the City has seen a steady reducing trend in 6 of the 10 indicators identified through our Local Fire & Rescue Plan. Areas of note are

- the continued downward trend in accidental dwelling house fires
- a continued reduction in non-fatal fire casualties but 3 fire fatalities during the first 2 quarters of the current year which is the highest number for 5 years.
- the increase in flooding incidents attended in the current year resulted from unusually heavy rainfall periods August.
- Unwanted Fire Alarm Signals (False Alarms) remain a concern and make up 38% of all calls received in the City. Further information on the work we are doing in this regard is detailed later in this paper.
- We expect Effecting Entry incidents to continue to rise slowly in supporting our partners due to the demographics of Scotland, an ageing population and their wish to remain in and receive care at home. Further information on the work we are doing in this regard is detailed later in this paper.
- The figures for the financial year 2020-21 saw significant reduction in activity which can be attributed to the Covid restrictions in place throughout this year and is in line with the rest of the country.

During the current reporting period, the 7 Wholtime and One Retained Duty Service Station (South Queensferry) which cover the Local Authority Area attended a total of 4958 incidents.

Progress on Local Fire & Rescue Plan Priorities

Operational Resilience and Preparedness

The Service must identify, prioritise and plan to meet the risks in each local community.

We said we would:

- *Identify and assess the risk to our communities through Operational Intelligence gathering.*
- *Undertake planned training events to support the acquisition and maintenance of skills to provide the capability to respond to emergency incidents.*
- *Review our operational response to incidents to ensure ongoing firefighter safety and to ensure the ongoing protection our communities from harm.*
- *Work in partnership to plan, prepare and test our responses to major emergencies.*
- *Continue to draw upon our experience of multi-agency event planning to ensure that all events within Edinburgh are safe, successful and enjoyable, minimising disruption to the city and maximising public safety.*

What We Do

- Our operational staff continue to gather and analyse local risk information and operational intelligence (OI) which is used in our preparations to resolve incidents. OI is gathered on premise as varied as high-rise premises, large manufacturing facilities, National Trust premises etc.
- In the reporting period we have placed a specific focus on the Local Authority high-rise residential estate. SFRS officers are engaging with Local Authority Housing and Regulatory Services staff in terms of the firefighting equipment/facilities provisions in each of the buildings. Specific areas of discussion include the upgrading of lifts, the standardisation of lift keys and firefighter switches, continuing to meet fire safety standards during the refurbishment work and importantly the removal of cladding from building facades. In addition, we have agreed that officers will attend consultation meetings the Local Authority are arranging with tenants to offer support and reassurance. Whilst updating the OI this partnership approach is also being used to identify the location of vulnerable residents in each building so that, in the event of fire, their needs can be met and to arrange practical training exercises wherever possible. During the pandemic this relationship has been invaluable in helping us to address specific local issues from as simple as arranging more waste pick-ups at High Rise premises before waste fires become an issue, to quickly addressing lift failures affecting firefighting facilities, firefighter and public safety.
- We conduct Post Incident debriefs to identify any lessons that can be learned from our preparedness and response to emergency events. This process allows us to identify, and address, training needs highlighted by staff and partners ensuring we continue to learn.
- We use Urgent Instruction (UI) briefings to inform our operational staff of any safety critical information. A local example is that of Oxcars Court, Edinburgh, where satellite and TV cabling was run in the dry riser. This information was shared locally then nationally through the briefing process.

- We continue to be an active member of the Lothian and Borders Local Resilience Partnership activity. This has resulted in attendance at several multi agency exercise which is essential in our preparedness for actual incidents by creating relationships and trust across the agencies.
- We share information with local authority partners and other key stakeholders (e.g. Police Scotland) to ensure emergency event risks are mitigated. This is extremely valuable given the current UK threat level and its implication for the SFRS and our partners. In quarters 1 & 2 we have and continue to be active partners in the planning of events such as The Tour of Britain, the Council Bonfire CIP, Police Scotland Operation Moonbeam, the Edinburgh Festival and the planning and staffing of COP 26.

Domestic Fire Safety

Dwelling fires can have devastating effects on our community and the SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction. The table below details the occurrence of accidental dwelling fires in quarters 1 and 2 per locality area over a 5-year period.

Accidental Dwelling House Fires	<i>17-18</i>	<i>18-19</i>	<i>19-20</i>	<i>20-21</i>	<i>21-22</i>
North East Locality	68	75	63	46	45
North West Locality	52	56	60	42	45
South East Locality	48	63	45	39	38
South West Locality	48	42	54	43	36
Total	216	236	222	170	164

Whilst we seek to reduce Dwelling Fires even further, it should be noted that the severity of fires is often restricted to item first ignited or room of origin.

What We Do

- A primary activity related to improving the safety of our communities is delivering Home Safety Visits (HFSV). This work has been impacted by the pandemic but throughout we have maintained this work in relation to those identified as at High Risk.
- Evidence identifies that dwelling fires occur more frequently in those premises that are occupied by the more vulnerable members of our community such as the elderly and those with substance and alcohol dependencies. To tackle this, we have aligned our HFSV work with the findings of the Scottish Government SIMD 2020, to ensure our efforts are intelligence led. SFRS continue to develop Information Sharing Protocols with partners, including Social Work, Housing providers, Health etc. to target those most vulnerable within our communities, by seeking referrals.
- After any operational incident, if appropriate, operational crews will deliver educational input. Post Domestic Incident Response (PDIR) is an important engagement opportunity to deliver specific home safety advice to residents who have been at risk of a fire within the home. PDIR offers SFRS the opportunity to provide public reassurance to neighbouring properties and provide any fire safety advice they require. From this incident response, appropriate referrals can be made to our partners should vulnerable individuals be identified.

Reducing Unintentional Injury and Harm

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

Out with the domestic environment, we respond to a range of non-fire related emergencies. The most common incident of this type within Edinburgh is attendance at Road Traffic Collisions (RTCs) which results in the majority of non-fire related injuries. Responding to RTCs is a statutory duty for the SFRS, however a collective approach is required amongst community planning partners to support risk reduction measures.

We said we would:

- *Utilise our Home Fire Safety Visit programme to assess for non-fire related risk and refer those deemed at risk from injury and harm to partners to provide additional support.*
- *Raise the awareness of fire and rescue service personnel to those factors that increase the risk of unintentional injury or harm*
- *Work in partnership to deliver targeted road safety programmes to young drivers.*
- *Focus resources where demand has been identified and deliver key safety messages.*

What We Do

- SFRS frontline staff submitted 95 'Adult Protection' and 3 "Child Protection/Wellbeing" referrals to our partners within the Social Work Department in Quarters 1 and 2 to ensure appropriate support is delivered.
- We are expanding the HFSV within the guidance set out in our Safer Communities Programme. This will see a further transition towards Home Safety Checks with fire crews submitting referrals for 'slips, trips and falls' and 'sensory impairment' in support of reducing unintentional harm where possible. It is envisaged that whilst keeping vulnerable residents safe in their homes, it will reduce the likelihood of hospitalisation and ease the burden in the Health Sector.
- SFRS will augment the learning outcomes of Road Safety delivered at the Risk Factory, The Young Drivers Event at the Corn Exchange each year and during Fireskills/ Employability and IGNITE youth engagement events.
- This year we have focussed our road safety education towards cyclist and pedestrians, as data proves that in Edinburgh they are more likely to be injured than the driver of the vehicle involved in an incident. We are an active member of Project EDWARD, the Scottish Festival of Motoring and Edinburgh Road Policing Group
- Along with the change of focus towards road safety this year we have been involved in promoting water safety due to the increasingly high number of drownings in our inland waters. We are collaborating with Pentland Hills Regional Park, its members and the Council

to educate the public on waters safety, the risks at local water spots and upgrade signage at known spots where people have been in difficulty. This partnership continues to evolve and this year we will provide inputs on Wildfire prevention and the Muirburn Code to the members to enhance safety and response.

Reducing Deliberate Fire Setting

Deliberate fire setting is a significant problem for the SFRS in the City of Edinburgh. In the main, deliberate fires are secondary fires categorised into either refuse, grassland or derelict building incidents. There is a close link between deliberate secondary fires and other forms of anti-social behaviour.

We said we would:

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

What We Do

- SFRS have developed positive relationships with Locality Based Police Officers to ensure a more targeted approach in dealing with secondary fires and anti-social behaviour (ASB). SFRS Community Safety Advocates/Community Firefighters and Operational Firefighters, deliver an educational programme within schools to address any developing trends, the most obvious of these being our Bonfire education activity. The purpose of this is to deliver seasonal fire education with the focus on reducing fire related ASB and hoax calls. This will also reduce the financial impact on Local Authority budgets and protects our natural and built environment.
- Information sharing with partners and effective multi-agency partnership working is focussed on reducing deliberate fire setting and fire related anti-social behaviour. The effectiveness of this approach is exemplified through the outcomes of the Bonfire CIP, Operation Moonbeam and Operation Crackle in relation to Bonfire night in Edinburgh.
- In recent months we have responded to ASB, violence to crews and wilful fire raising in the Liberton and Sighthill area by organising and completing joint patrols with local youth groups. These patrols have seen the number of incidents in these areas drop, and importantly no acts of violence recorded, and allowed SFRS staff and partners to identify and approach candidates to attend our intervention programmes.
- The Fireskills, Employability and IGNITE programmes continue to assist our young people, creating diversionary activities tailored to the reduction of fire related anti-social behaviour and developing life skills. SFRS is working with the Scottish Credits and Qualifications Framework to allow these types of courses to attract an educational award for young people which will be delivered nationally. This will enhance the employability of our young people as well as providing self-confidence and a greater sense of achievement.

- To compliment the above courses we are in process of introducing a Youth Volunteer Scheme(YVS) in Edinburgh. This will offer young people aged 13 to 18 a three-year opportunity to develop life skills. Award and recognition are key aspects of the proposal to ensure that young people engaged in the scheme can achieve recognised certification and awards for their efforts and contribution. We plan that at least 50% of the young people who are selected for the course are care experienced. At the present time we are recruiting Volunteers to staff the course. Interestingly, and satisfyingly, five of the candidates who have applied are people who attended the Pheonix Club run by Lothian & Borders FRS. **We believe this is tangible evidence** that the course can and will make a difference to the candidate opportunities and outcomes.
- There are growing issues of mental ill-health within the student population including isolation and stress. This was amplified during the pandemic when students were isolating in halls. In partnership with local universities, in particular Edinburgh University, we were able to address fire safety issues raised and quickly support staff and students through a difficult period.

Non-Domestic Fire Safety

Fires in Non-Domestic Property can have a detrimental effect on the built environment, local businesses, employment, the provision of critical services and our heritage. Evidence suggests that business premises affected by a serious fire experience a high failure rate.

We said we would:

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

What We Do

- The Covid Pandemic clearly affected our ability to access, support and educate businesses across the City. To ensure we maintained our safety messaging and auditing throughout the pandemic the Edinburgh Fire Safety Enforcement Officer team created a remote fire safety auditing procedure that has now been adopted across SFRS. This allowed us to focus on our Framework premises to ensure safety of the public, business owners and our own firefighters.
- A Programmed Fire Safety Enforcement Audit is an audit programmed at the commencement of the fiscal year, selected from premises held within the Service's database, based on a risk assessment as defined in the Service's Enforcement Framework. From this information we create an annual Local Enforcement Delivery Plan. Our Programmed Audits remain on schedule for completion in 2021/22.
- We have eight fire safety enforcement officers (FSEO) who audit premises throughout the city. Premises are selected through a risk based approach, audited and the outcome is scored through a matrix where benchmarks are weighted in importance. This creates a Management Compliance Level (MCL) score, ranging from one to five:
 - MCL 1 and 2 are given to premises where minor deficiencies have been identified
 - MCL 3 results in SFRS working with duty holders on an action plan
 - MCL 4 & 5 result in legislative action from SFRS.
- Fire Safety Enforcement outcomes 2020/21 against 2021/22 are difficult to compare due to the impact of the ongoing pandemic. The introduction of the remote auditing process allowed staff in Edinburgh to complete over 50 audits when the Country was in lockdown, focussing on those most at risk such as care home residents. As you can see we have tripled that work load due to restrictions easing and the remote auditing process.

Management Compliance Level	Quarter 1 & 2 activity 2020/21	Quarter 1 & 2 activity 2021/22
1	43	139
2	10	35
3	11	5
4	-	0
5	-	3
Total	64	192

- A Post Fire Audit is undertaken following any fire within relevant premises, no matter the size of fire or outcome. The purpose is to educate the duty holders of their responsibilities and refresh the importance of fire safety within the organisation after a fire has occurred.

Post Fire Audits	2020/21	2021/22
Total	35	49

- An Unscheduled Audit is an audit that can occur throughout the year. This type of audit would be undertaken because of the following: fire safety complaints, requests from partner agencies or joint initiatives with partners and the targeting of specific premises type in line with the Service's Enforcement Framework.
- No Enforcement Notices have been served within the city during this reporting period. This is a positive picture as the duty holders across the area are largely in compliance with only recommendations being the main enforcement activities.
- Three "Out of Hours" Prohibition Notices were served in quarter 1 & 2 this year. All three were issued due to investigations after fires by crews who alerted a fire safety qualified officer to deficiencies in fire safety arrangements in fast food premises. This has prompted SFRS to work with council partners to develop a joint approach to inspections allowing a full picture of premises compliance to legislative requirements to be gathered in relation to Licensing.

The table below outlines additional initiatives that will be undertaken this year from the analysis of previous year fire data in relation to public safety.

CoE Fire Safety Enforcement Officer Initiatives

OtherWork	Initiatives	Commentary / Outcome
Q1	Schools UFAS reduction presentation	Partnership with CoE Council to introduce three phase-plan for staff alarms.
Q2	Edinburgh International Festival/ Licensed Premises COP 26 UFAS Consultation	To reduce the impact of Festival workload known premises will be audited, in collaboration with Public Safety and Licensing. This will allow all agencies to focus on the smaller “pop up” venues that pose a greater risk during the festival to public safety. Audit identified sleeping risks and non-sleeping risks involved in COP26. Organise meetings and discuss UFAS consultation with key stakeholders ensuring they fully understand the impact on their staff and organisation.
Q3	Boarding School Audits Food/Takeaway Initiative	Emerging intelligence suggests this an area of concern and risk so will be added to Framework annual workload as a sleeping risk Joint Initiative with Environmental Health, Building Control and Licensing to address fire trend within licensed premises below tenement properties.
Q4	Post Audit Analysis and Operational Reassurance Visits (ORV)	Analysis of previous three-quarter fire activity. If any trend is identified then the LSO will select and direct operational crews to complete a thematic ORV.

Reducing Unwanted Fire Alarm Signals (False Alarms)

False Alarms include calls to the Fire Service with good intent, malicious acts and Unwanted Fire Alarm Signals (UFAS). UFAS are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce Unwanted Fire Alarm signals.

We said we would:

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

What We Do

- We have appointed four “UFAS Champions” to assist in reducing the burden of UFAS on the public, local businesses and firefighters. We have appointed staff to support the NHS, Universities, Schools and Sheltered Housing, four of our top five offenders.
- We implement the current SFRS UFAS Policy to ensure that persistent UFAS incidents within premises are addressed appropriately. This process identifies offenders and has a four-step approach: education, letter, audit and finally non-attendance to AFA call. At the current time we have completed over 80 Stage 3 audits, reduced pre-determined attendance to premises across Edinburgh and through partnership working have not implemented any Stage 4 outcomes.
- Engagement with key holders is key to reducing SFRS attendance. As well as working with the Council in regard to secondary schools and staff alarms we have developed good working relationships with NHS Lothian, Edinburgh, Heriot Watt and Napier Universities.
- We have programmed engagement sessions with duty holders and alarm providers to discuss solutions to UFASs, with the most recent discussions taking place with CoE council and the school estate who account for a number of UFAS calls. SFRS have a robust UFAS Policy and analyse trends and engage appropriately with Duty Holders of relevant premises.

Strategic Issues

1. COP 26

As with all emergency services in Scotland COP 26 has had, and will continue to have, a significant impact on SFRS. Locally we are supporting this by;

- Contributing to the planning process internally and attendance at Edinburgh COP 26 Planning Group
- Confirming and maintaining specialist training of fire fighters and officers
- Completing fire safety audits of identified COP 26 sleeping and non-sleeping risks
- Maintaining operational response to the communities of Edinburgh and the COP26 event

Meeting these demands, along with business as usual is challenging but with support from our resources across Scotland and with the commitment and professionalism of our local staff we are confident we can meet those pressures.

2. Climate Change

SFRS is aware of its responsibility to protect the environment, extreme weather is highlighted as a priority in our Strategic Plan 2019/23. We are addressing our impact, and that of fire, in several ways such as;

- A new approach to Wildfire Firefighting and Strategy that will be introduced by 2023
- Reducing UFAS vehicle movement (575 tonnes of unnecessary emissions)
- Assessment of fleet vehicles i.e. CoE introduction of electric white fleet
- Introduction of technology i.e. Teams meetings reducing vehicle movements

<https://www.firescotland.gov.uk/about-us/environment-and-carbon/supporting-cop26.aspx>

3. Unwanted Fire Alarm Signal (UFAS) Consultation

SFRS has launched a 12-week Consultation on how we approach and manage the issue of unwanted fire alarm signals (UFAS), which closes on 11th October 2021. A UFAS incident is a false alarm generated from an automatic fire alarm activation that the fire service responds to. We need to address this issue to allow the actions within the Future Vision to be realised as we mobilise to over 28000 UFAS incidents per year, this results in;

- 57,000 unnecessary blue light vehicle movements
- 64,000hrs of productive time lost attending UFAS incidents
- 31% of calls attended by operational staff are UFAS
- Approx. cost of £3.5 million per year to SFRS
- 575 tonnes of carbon emissions
- Despite concerted efforts to reduce this burden UFAS has increased year on year since 2013

If we are to create the capacity to transform the role of SFRS within our local communities it is vital we tackle this issue. After lengthy work the project team has developed three options:

Developing the Options

The Options for public consultation

A	<p>Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response:</p> <ul style="list-style-type: none"> Residential Care Homes receive 2 fire appliances regardless time of day. All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours. 	<p>61% UFAS Reduction</p>
B	<p>Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).</p>	<p>85% UFAS Reduction</p>
C	<p>Non-attendance to all AFA's from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following response:</p> <ul style="list-style-type: none"> Residential Care Homes receive 2 fire appliances regardless time of day. All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours. 	<p>71% UFAS Reduction</p>

Safety. Teamwork. Respect. Innovation.



Full details of the consultation can be found at:

<https://www.firescotland.gov.uk/consultations/ufas-consultation.aspx>

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Best Value Assurance Audit Response - October Update

Executive/routine Wards Council Commitments	Executive All
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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.
- 1.2 Note the Council's external auditors (Azets) will review the Council's progress on the Best Value Assurance Report's findings as part of their 2020/21 Annual Audit Report to the Council.
- 1.3 Refer this report to the Governance Risk and Best Value Committee for its consideration.

Stephen S. Moir
Executive Director Corporate Services

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Best Value Assurance Audit Response - October Update

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 26 November 2020.
- 3.2 At the Policy and Sustainability Committee (1 December 2020), Governance, Risk and Best Value Committee (8 December 2020) and full Council (10 December 2020), 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 2021, members agreed, following the implementation of the Planning and Performance Framework, that 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. A separate report on Business Renewal will also be considered by the Policy and Sustainability Committee.
- 3.4 Committee received further update reports in April 2021 including the Council progress update, the response by the Edinburgh Partnership and the Covid-19 Engagement and Consultation Approach.

4. Main report

- 4.1 The BVAR for the City of Edinburgh Council focused on five key areas: the Council's vision and strategic direction; performance and outcomes including public performance reporting; effective use of resources; partnership working and community engagement, and continuous improvement.

- 4.2 There were six key recommendations made within the BVAR. As with previous progress reports, the table at Appendix 1 sets out the initial response considered by committee in February, a progress update from April and a further update for each recommendation covering the period April-October.
- 4.3 As members will be aware, the Council's external auditors (Azets) will review the Council's progress on the BVAR's findings as part of their 2020/21 Annual Audit Report to the Council. Officers are currently engaging with the external audit team to provide all necessary documentation and evidence.

5. Next Steps

- 5.1 The report will be referred to the Governance, Risk and Best Value Committee for its consideration. Officers will continue to progress the actions detailed in appendix 1 and liaise with the external audit team to inform their 2020/21 Annual Audit Report to the Council.

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
- 8.4 [Best Value](#) – Policy and Sustainability Committee, 20 April 2021

9. Appendices

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

Appendix 1 – Status Update Table

Recommendation		Status and progress to date	Next steps and timescales	April Update	October Update
1(a)	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>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>	The People Strategy and Workforce Plan are on the agenda for the Policy and Sustainability Committee's consideration.	<p>The Council Business Plan is now a live document which colleagues are using across the Council to provide strategic direction for deliverables – replacing the previous Business Plan and Change Strategy.</p> <p>It is readily available on both the Council's intranet and public pages alongside the People Strategy and Strategic Workforce Plan</p> <p>We continue to meet with teams to talk them through the Business Plan and what it means for their team.</p> <p>It remains a live document which we will update as required.</p> <p>Our People Strategy 2021-2024, approved at Committee in April 2021, is an essential enabling strategy and approach to support the delivery of the Business Plan. This strategy is further underpinned by our Strategic Workforce Plan 2021-2024, which 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</p>

					<p>period. The commitments and outcomes from both have been built into a programme of work, which will be tracked, measured and reported on through; HR Leadership team; Corporate Leadership Team; Policy & Sustainability Committee and; Finance and Resources Committee.</p> <p>RECOMMENDED FOR CLOSURE</p>
1(b)	<p>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>	<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 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>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>No further update at this stage.</p>	<p>The Council set a balanced one-year budget for 2021/22 on 18 February 2021, including a recurring additional £12m to recognise underlying service pressures and £18m to reflect the in-year expenditure and income impacts of the pandemic. The approved budget also reflected a re-assessment of the ability to deliver a number of previously approved savings in light of subsequent reprioritisation of activity to respond to the pandemic.</p> <p>Following the receipt of significant additional grant funding after the budget was set, Council subsequently increased to £39m the provision for the in-year impacts of the pandemic, as well as increasing the corresponding level of provision in 2022/23.</p> <p>Due in part to the anticipated recurring impacts of some of</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; (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>a COVID contingency reserve of £16m, acknowledging the continuing uncertainty of the</p>			<p>the in-year investment approval approved by members on 27 May, a residual funding gap of £10m is projected in 2022/23 but with a much larger savings requirement of at least £50m in 2023/24. Given this, members also approved the initiation by Autumn 2021 of a savings programme, rooted in the Council's Business Plan, to address the estimated funding gap. In view of the significant funding gap within the Sustainable Capital Budget Strategy from 2023/24, a further report on addressing this gap will also be brought to the Finance and Resources Committee in October 2021.</p>
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		recurring impacts of the pandemic on, in particular, income levels in key areas such as parking, commercial rentals and other fees and charges.			
2	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>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 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>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>In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs).</p> <p>The integrated Planning and Performance framework is under pinned by the "plan, do, check, act/review" continuous improvement model.</p> <p>The framework is now into implementation phase and a performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.</p>
3	To help them carry out their best value responsibilities, elected members should take advantage of the	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).	The Policy and Sustainability will be provided with an update on the progress of this recommendation at its next meeting in April 2021.	The short-term commitment to carry out an audit of all current training materials and communicate the	The medium-term and long-term commitments are currently at planning stage. Officers are currently developing a programme of workstreams - Council 2022

	<p>learning and development opportunities provided by the council.</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 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>		<p>current offering to members in complete. Members were emailed on 25 March 2021.</p>	<p>in preparation for the 2022 Local Government elections. (The Council's election team has responsibility to manage the delivery of the election, with separate project management arrangements for this in place). A key strand of the project is to deliver a comprehensive induction and training programme for elected members. The training needs analysis (medium term commitment) is key to inform and support this programme.</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>	<p>In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs) which are aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones.</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 has been developed in close collaboration with elected members. This included an initial briefing to Policy and Sustainability Committee on the proposed approach, followed by the final paper in June setting out the full planning and performance framework. As part of the design, meetings were held with all political groups and a workshop was arranged with the Governance, Risk and Best Value Committee. Meetings were also held with all Senior Managers, the Wider Leadership Team, and Corporate Leadership Team was closely involved in the design of framework.</p> <p>The framework is now into implementation phase. The next phase of this work will look to develop service plans and targets against each performance indicator or milestone.</p> <p>A performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.</p>
4(b)	The council should further improve its performance reporting by publishing easily accessible, up-to-date performance				Officers are working to improve the performance reporting available to the Public via the Council website. Key improvements have focused on the layout and format of our reporting to

	information on its website.				<p>ensure that publications are both accessible and timely. Along with publishing all committee performance reports (noted above in 4a), we will further enhance our public information by developing a suite of core measures to be published on a quarterly basis.</p> <p>In addition, we will be developing a data section to give a wider perspective on city data, for example, Edinburgh by Numbers</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 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 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>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 it's April meeting.</p>	<p>The Consultation and Engagement policy is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>The People Strategy and workforce plans are on the agenda for the Policy and Sustainability Committee's consideration.</p>	<p>The Consultation Policy was approved at Policy and Sustainability Committee in April and came into effect from August 2021.</p> <p>The Consultation Advisory Panel has met successfully to review high-assessed consultation proposals. The first CAP report has been considered and approved by CLT.</p> <p>The process is under continuous review to ensure its effectiveness, this includes involvement of colleagues from Internal Audit.</p> <p>The Consultation Hub cannot now be accessed without records of self-assessment being reviewed by the Insight 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>Briefings have been provided to all consultation and engagement hub users and are currently being delivered to convenors and vice-convenors of committees.</p> <p>Directorate/Divisional briefings are being provided on request.</p> <p>A 3-year training programme has been developed to upskill colleagues and elected members on consultation practice and funding has been agreed for year one.</p> <p>Year one focuses on training for key users and colleagues providing central support for consultation.</p> <p>Funding has been agreed for a new team to drive community and voluntary sector engagement in the development of major new change projects – 20-minute Neighbourhoods and Poverty Prevention.</p> <p>In Autumn 2020 the Council supported the launch of End Poverty Edinburgh, a new group established to ensure the voices of people with lived experience of poverty are heard in the development of policy and actions in the city.</p> <p>The group is actively engaging with elected</p>
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					members and senior officers in development of new approaches to end poverty in the city.
5(b)	In order to make community engagement an integral part of service improvement and delivery, the council should support community groups to complete asset transfers	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 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.	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 enable greater community resilience and empowerment in the future.	No further update at this stage.	<p>Since the publication of the Best Value Report in November 2020, considerable progress has been made with Community Asset Transfers and a further three transfers have been concluded, bringing the total number of completed transfers to four since the introduction of the Community Empowerment (Scotland) Act 2015.</p> <p>In addition, a further four transfers have been agreed to by the Council and legal work is ongoing to bring them to a successful conclusion.</p> <p>There continues to be interest from community groups in pursuing transfers with four groups preparing detailed business plans for consideration and seven expressions of interest received that are currently being processed. We continue to receive initial enquiries on a regular basis, with 28 considered over the last reporting year.</p> <p>The Council's 20 Minute Neighbourhood strategy was approved by Committee in June 2021.</p>

					Early implementation of the strategy is being progressed in Corstorphine and Portobello and will include a review of current and future opportunities for Community Asset Transfers to see where further support for CAT applications and community empowerment can be progressed. Early work is underway in Corstorphine and Portobello.
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> <p>i) as a Community Planning Partnership looking at effective partnership working, and,</p> <p>ii) as a Council in support of community capacity and local empowerment.</p> <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. Work is now underway to develop a detailed proposed improvement actions under each of these themes. This will be presented to the Edinburgh Partnership Board in March 2021 for agreement.</p> <p>The Edinburgh Partnership Board has also committed to developing a Community Empowerment Plan and a draft report is due for consideration by the Board in June 2021.</p>	<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.</p> <p>An update on the Localities Review will also be provided in April 2021.</p>	<p>The outcome of the Edinburgh Partnership Working Group's findings is on the agenda for the Policy and Sustainability Committee's consideration.</p> <p>An update on the Localities Review is on the agenda for the Policy and Sustainability Committee's consideration.</p>	<p>Progress on delivering the BV improvement Plan will be reported to the Edinburgh Partnership Board (EPB) in September.</p> <p>Thereafter, key actions will be included in the LOIP Delivery Plan – also being reported on at the EPB.</p> <p>The development of the 3rd LOIP theme – A good place to live, has been led by Public Health and has been informed by 2 key 'Joining the dots' workshops. These involve the participation of a range of partners across the city. A 3rd workshop is planned for October with a focus on project development – in particular for the two 20-minute neighbourhoods (Wester Hailes and Liberton/Gilmerton) identified as shared partnership delivery priorities.</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 Localities teams.</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. This review is due to be complete by April 2021.</p>			<p>A short life joint working group has been established with the Edinburgh Association of Community Councils (EACC) to focus on how community councils can be better enabled to deliver their statutory functions and to improve the working relationship with the Council.</p> <p>The BV Improvement Plan identifies a number of actions to strengthen community empowerment in the city. Included within this is the finalisation of an Empowerment Plan, work on which began pre-pandemic. Work on this has now been resumed with a meeting arranged with partners to review the work to date and to agree, based on the revised city context, a refreshed project delivery plan.</p> <p>As part of the Council's approach to change management, engagement is underway with Senior Leaders within the Council on the creation of a team to lead Community Empowerment on behalf of the Council.</p>
6(b)	The council should work with the Edinburgh Partnership Board to produce progress	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	The Policy and Sustainability Committee will be updated on the outcome of this work at its	The work on performance measures and reporting framework is progressing. An	The new LOIP Delivery Plan with corresponding performance measures is on the EPB agenda for

	reports with clear targets, accountable leads and links between the actions taken and the impact on performance.	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)	following meeting August 2021.	update will be provided in August 2021.	consideration in September 21. It builds on the work done within the Council's own performance framework giving a renewed emphasis to public health and Sustainability outcomes to reflect further development of the LOIP.
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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

In-house Service Provision - Response to a motion by Councillor Day

Item number	
Executive/routine	Executive
Wards	All
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Committee:
- 1.1.1 notes the contents of the report; and,
 - 1.1.2 Endorses the development of a longer-term, resourced programme of work to consider the most appropriate options for future service delivery, subject to the Council's Business and Budget Planning decisions and Sustainable Procurement Strategy, for the 2023/24 financial year.

Stephen S. Moir
Executive Director of Corporate Services

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In-house Service Provision - Response to a motion by Councillor Day

2. Executive Summary

- 2.1 This report presents a response to the motion from Councillor Day, Deputy Leader of the Council, which was approved by Full Council on 24th June 2021.

3. Background

- 3.1 At the meeting of the City of Edinburgh Council on 24th June 2021, the following adjusted motion from Councillor Day was approved:
- 1) *To note the commitment to in-house delivery wherever possible to ensure the best service provision alongside our commitment to best value, fair work and as a living wage employer.*
 - 2) *To also note the use of external service providers through contracts and as part of frameworks in many areas to maximise service delivery and deliver specialist services where it would not be possible or efficient to build an inhouse model to deliver those services.*
 - 3) *To lastly note previous and recent decisions on service frameworks and contracts where options remained to be fully explored on inhouse components of service delivery within the service areas.*
 - 4) *To request a report to the Policy and Sustainability Committee in 2 cycles setting out a process and timeline to examine where in-house provision could be expanded in Council service delivery (including setting out engagement processes for staff, local trade unions, key service users and other stakeholders and recognising the financial and other inputs required to allow best value assessments to be made), and include an update on the use of community benefit clauses in external contracts such as increased local apprenticeships and other clauses in use.*

4. Main report

- 4.1 The provision of services to by the City of Edinburgh Council has to take into account a complex range of factors, not least financial and legal, to ensure that the Council is not only able to provide over 700 public services, but also to ensure that it achieves Best Value.
- 4.2 The [Local Government in Scotland Act 2003](#) introduced a statutory framework for Best Value for local authorities. The Best Value duties set out in the Act are:
- to make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost); and, in making those arrangements and securing that balance, to have regard to economy, efficiency, effectiveness, the equal opportunities requirement and to contribute to the achievement of sustainable development;
 - to achieve break-even trading accounts, subject to mandatory disclosure;
 - to observe proper accounting practices; and,
 - to make arrangements for the reporting to the public of the outcome of the performance of functions.
- 4.3 Achieving Best Value is increasingly dependent on the effectiveness of partnerships and collaborative working arrangements with a range of stakeholders, in addition to how well a local authority manages its own activities. Since the original version of this guidance was published in 2004, there has been an increased focus on partnership and collaborative working across the public sector, with much more alignment of key plans and strategies among partners, and joint working to deliver shared outcomes. Alignment of key plans and strategies with its partners, an understanding of place, a commitment to reducing inequalities, empowering communities to affect change, and being able to demonstrate improved outcomes for people who use services are now key requirements in the achievement of Best Value.
- 4.4 Although local authorities are not responsible for the performance of all partners in their areas, they are crucial in influencing many local services through their relationships with others. Local authorities achieving Best Value will be able to demonstrate a vision and direction of travel shared with key stakeholders in order to achieve key outcomes for local people. There are a number of areas where Best Value can be demonstrated only by working in strong partnership arrangements with bodies not covered by the statutory Best Value duties in the 2003 Act, and this is reflected in the guidance.
- 4.5 This guidance applies to other bodies as required by Section 106 of the Local Government (Scotland) Act 1973, notably health and social care integration joint boards and other joint committees or boards, that are subject to the same statutory Best Value duties as local authorities and it should be interpreted and applied accordingly. Section 14 of the 2003 Act applies the Best Value duty to these other

bodies and references throughout the guidance to 'local authorities' cover all such bodies.

- 4.6 In addition to the Duty of Best Value, at an authority level, the City of Edinburgh Council operates within a political commitment set by the Coalition, progress against which is reported to the Policy and Sustainability Committee and Council annually. Coalition Commitment 50 states: *Continue a policy of no compulsory redundancies and keep a presumption in favour of in-house service provision.* As reported to the Policy and Sustainability Committee on 10th June 2021 and subsequently referred on to Full Council on 24th June 2021, this Political Commitment is expected to be fully achieved during the term of this Council.
- 4.7 During this Council term, there have been a number of positive examples of services being retained in-house, or where these have been insourced to a greater proportion from previous external suppliers.
- 4.8 In addition to maintaining its adherence to Coalition Commitment 50, The City of Edinburgh Council has previously considered the balance between in-house service provision and other forms of delivery as part of the former Transformation Programme during the previous Council. This included work to assess options for the delivery of Property and Asset Management Services, as reported to the Finance and Resources Committee on 24th September 2015. This assessment, supported by Deloitte, built upon work on "Alternative Business Models" which the Council undertook in 2009/2010. The proposed externalisation of services in these cases were not approved by the respective Councils at that time and therefore other models of provision were implemented, for example including the retention of in-house facilities management services, incorporating cleaning, catering and janitorial services.
- 4.9 The examination of the most appropriate future delivery option for Council services is a significant strategic undertaking for any Local Authority. This would draw heavily upon already stretched in-house Corporate Services staff expertise as well as requiring likely external support for business case preparation and options appraisal. The Committee is further advised that, at present, the Council continues to deal with the impact of the Covid-19 pandemic, which exacerbates significantly the capacity challenges within Corporate Services to support such a programme. Such a programme of engagement is best undertaken where a dedicated and resourced programme team can be funded to co-ordinate such activities. Given the outlined capacity constraints, such a programme of work would also need to be balanced against the immediate requirement to ensure a sustainable medium-term financial position for the Council, outlined in the Revenue Budget report being presented to the Finance and Resources Committee on 7th October 2021.

4.10 The Committee is advised that Council officers will be preparing a series of options and processes for early consideration by the next Council in 2022/23. This potential programme of work would therefore be one of the areas for exploration and consideration by the new Council, following the Local Government Elections in 2022, in readiness for the 2023/24 financial year. In advance of any potential programme of work being established and resourced, Directorates/Divisions would need to review the full range of options that may arise for major contracts due to come to a natural end date, advised by Finance and Procurement, before any re-procurement was commenced.

Sustainable Procurement Strategy and Community Benefits

4.11 The Council's external spend on goods, services and works is substantial, £719m in 2020/21, relating to both revenue and capital spend. Under the Procurement Reform (Scotland) Act 2014, the Council is required by law to publish a strategy that gives the strategic focus for its procurement activities, and that sets the context in which the Council will work to ensure that its procurements deliver value for money and directly contribute to the achievement of its broader aims. In this context the main focus is on regulated procurements, "regulated" meaning those contracts valued at over £50,000 for goods and services and over £2 million for works.

4.12 The Council's Sustainable Procurement Strategy was approved by the Finance and Resources Committee on 5th March 2020. This strategy covers the period 2020-2025. In addition to the financial challenge facing all local authorities, the strategy identifies seven key strategic procurement objectives that will be promoted:

- Making procurement spend more accessible to local small business and the third sector;
- Improving Fair Work practices adopted by suppliers;
- Increasing community benefits delivered by suppliers;
- Contributing to the Council's 2030 carbon-neutral city target;
- Delivering savings and Best Value outcomes;
- Ensuring legal compliance and robust and transparent governance; and,
- Promoting innovative and best practice solutions.

4.13 In furtherance of the strategy, the Council has also adopted a range of supporting charters and complementary plans to ensure that procurement also drives positive outcomes in areas such as Fair Work, Modern Slavery, Construction Charter, etc. Whilst these elements may not be quantified formally as community benefits in the strict sense of the Procurement legislation, they do mean that the Council ensures it seeks to leverage better outcomes from its supply chain in respect of a range of key considerations relating to Fair Pay, Trade Union recognition and positive employment practices.

4.14 The Council is further obliged, under Section 18 of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement

activities as soon as reasonably practicable after the end of each financial year. The last such Annual Procurement report was presented and approved by the Finance and Resources Committee on 12th August 2021. As a part of this annual report, Community Benefits are formally reported upon.

- 4.15 Community benefits are identified on a project by project basis and are embedded in the Council's processes and procedures. The relevant Scottish procurement regulations place specific requirements on the Council, for major contracts which have an estimated value above £4m, to consider whether to impose community benefit obligations.
- 4.16 All 21 contracts the Council awarded above that threshold in 2020/21 included community benefit requirements. On top of this, there were an additional 29 contracts in this period where the Council included community benefits obligations.
- 4.17 The overall volume of contracts where community benefits were sought was 50, which was the same volume as in 2019/20, but reflects the overall reduction in the number of regulated contracts awarded by the Council.
- 4.18 However, in percentage terms there has actually been an increase, with community benefits being sought in 27% of (186) regulated contracts, an increase from 20% (of 245 regulated contracts) in the previous financial year. These figures are also influenced by the high number of 'call-off' contracts, where community benefit commitments were secured at the Framework Agreement award stage with the delivery of these reported in relation to cumulative supplier delivery rather than individual call-off level. Community benefits delivered in the reporting period range from apprenticeships, training, work experience and recruitment, to mentoring and community engagement.
- 4.19 Some notable examples of community benefits delivery in 2020/21 are included in the report, such as those delivered through the street lighting contract with Amey and the Edinburgh Trams to Newhaven contracts.
- 4.20 The delivery and reporting of community benefits is expected to improve moving forward, with the further embedding of the Council's contract management framework and the recent creation of a new post within Commercial and Procurement Services to work closely with service areas and improve the reporting and delivery of community benefits.

5. Next Steps

- 5.1 Subject to the decision of the Policy and Sustainability Committee, consideration of a fuller programme to review the balance of in-house versus externalised service provision would need to be considered as part of the Council's Business Plan and Budget Setting for 2022/23 and beyond. It is envisaged however that such an approach could support the Council with evidenced and clear options appraisals from which to make decisions about future service design, costs and provision on a

function by function basis, also enabling effective trade union and employee engagement, as well as service user and supplier involvement, where appropriate.

6. Financial impact

- 6.1 The financial implications of undertaking a programme of engagement and review of the balance of in-house service provision would require to be considered as part of the Council's Business Plan and Budget Setting process. In addition, current procurement activities led by individual Directorates, with expert support and advice from Commercial and Procurement Services, can be considered on a case by case basis.

7. Stakeholder/Community Impact

- 7.1 The stakeholder and/or community impact arising from this report would vary depending upon the approach to be taken. The Council would need to ensure the effective engagement of employees, recognised trade unions, service users and suppliers as part of any such future approach.

8. Background reading/external references

- 8.1 [Sustainable Procurement Strategy – Annual Report, Report to Finance and Resources Committee, 12th August 2021](#)
- 8.2 [Coalition Commitments Progress Update – June 2021, Referral from Policy and Sustainability Committee to the City of Edinburgh Council, 24th June 2021:](#)
- 8.3 [Council Business Plan and Budget 2021/2026, Referral from Finance and Resources Committee to the City of Edinburgh Council, 18th February 2021:](#)
- 8.4 [Sustainable Procurement Strategy 2020-2025, Report to Finance and Resources Committee, 5th March 2020:](#)
- 8.5 [Programme for the Capital: The City of Edinburgh Council Business Plan 2027-22, Report to Full Council, 24th August 2017:](#)
- 8.6 [Transformation Programme: Property and Asset Management Strategy, Report to Finance and Resources Committee, 24th September 2015:](#)
- 8.7 [Alternative Business Models Programme, Report to City of Edinburgh Council, 16 December 2010:](#)

9. Appendices

- 9.1 None.

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Accounts Commission: Local Government in Scotland Overview 2021

Item number	
Executive/routine	Executive
Wards	All
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Committee:
 - 1.1.1 Notes the contents of the report.
 - 1.1.2 Refers the report to the Governance, Risk and Best Value Committee as part of its work programme.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Gavin King, Head of Democracy, Governance and Resilience
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Accounts Commission: Local Government in Scotland Overview 2021

2. Executive Summary

- 2.1 This report presents the recent report by the Accounts Commission looking at Local Government in Scotland in the context of the Covid pandemic.

3. Background

- 3.1 The Accounts Commission has produced a report looking at the evolving and long-term impact of Covid. This is the first in a series of reports which in future will look closer at the lessons learned and assess the progress made in 2022.

4. Main report

- 4.1 The report by the Accounts Commission explores the initial impacts and challenges for local government throughout the pandemic. It recognises that recovery will not be quick and that councils face an increasingly challenging financial outlook and have even greater challenges to plan for. The Accounts Commission highlights the positive impacts created by local government, communities and partners working together during the pandemic but notes that the lessons learned over this period must be harnessed to meet the new challenges created by Covid.
- 4.2 The report provides, on pages 10 and 11, a timeline of key events during the pandemic and explores the impact with case studies in the following areas:
- 4.2.1 Communities and people;
 - 4.2.2 Service delivery and partnership working; and,
 - 4.2.3 Resources and governance.
- 4.3 The report also highlights a number of lessons learned which are summarised below:
- 4.3.1 Councils need to put in place a digital strategy to ensure equal access to services for all citizens and communities;

- 4.3.2 The importance of strengthening relationships and empowering communities;
 - 4.3.3 Councils must deliver targeted responses to tackle both the immediate negative impacts of the pandemic and the long-term inequalities;
 - 4.3.4 The Council's recovery and renewal efforts must be informed by comprehensive understanding of the issues that affect all those that live and work in the City;
 - 4.3.5 A lack of flexible funding in the future may lead to a detrimental impact on service delivery and exacerbate existing financial sustainability risks;
 - 4.3.6 All Councils should ensure that public participation in committee meetings is facilitated as soon as possible to provide openness and transparency in decision making; and,
 - 4.3.7 Councils' medium term financial plans will need to be updated to reflect the significant impact of the pandemic.
- 4.4 It is important to note that the Commission's report is intended to assess the response across Scotland rather than specifically to Edinburgh. However, the Council has already sought to address many of the lessons learned highlighted in the report. A new Council Digital and Smart City Strategy was agreed in October 2020 and deputations have already been reintroduced to committee meetings. In particular, the Council, through its Business Plan and Budget in February 2021, outlined the financial impact of Covid to that point and the expected impacts and risks that would affect the long-term budget situation. Following the receipt of additional grant funding late in 2020/21 i.e. after the budget was set, we significantly increased our contingency for the on-going expenditure and cost impacts of the pandemic in May 2021 (these now total £64m over 2021/22 and 2022/23).
- 4.5 The three-year Council Business Plan: *Our Future Council, Our Future City* brought together the Council's strategic priorities and developed a plan to deliver real improvements in Council services within the context of the pandemic. In addition, service investment was clearly focused in the Business Plan priorities, particularly zero-carbon and poverty eradication.
- 4.6 The Council has received regular reports outlining the impact and response regarding the pandemic through the adaptation and renewal reports. The Adaptation and Renewal programme is coming to a close as service delivery is focussed through delivery of the business plan.
- 4.7 The Council will be involved in a number of lessons learned exercises which will feed into the Council's understanding of how services and citizens' needs have changed due to the pandemic.
- 4.7.1 A lessons learned exercise is to be carried out on the adaptation and renewal programme;

- 4.7.2 Lessons learned by individual Directorates/Divisions have been carried out throughout the pandemic. New guidance is to be produced to help make the results of this more consistent when being analysed;
 - 4.7.3 The Council will be expected to take part in national and UK lessons learned exercises; and
 - 4.7.4 A Councilwide specific lessons learned exercise is to be carried out at an appropriate time with the Corporate Leadership Team.
- 4.8 The results of these will be reported through the appropriate parent executive committees.

5. Next Steps

- 5.1 Following consideration at the Policy and Sustainability Committee, the report will be referred to the Governance, Risk and Best Value Committee for scrutiny.

6. Financial impact

- 6.1 While the initial financial impacts of the pandemic were felt particularly in 2019/20, the extent of this additional expenditure, and in particular loss of income, increased greatly in 2020/21. By the end of the year, the net cost to the Council, including exposure through its Arm's-Length External Organisations (ALEOs), had reached nearly £80m, with some £70m of this relating to 2020/21. The largest single contributors during 2020/21 were loss of parking income, net of reduced enforcement costs, of £13.4m, additional homelessness expenditure of £8.8m, loss of commercial rental income of £7.1m, loss of £6m of dividend income from Lothian Buses, additional support provided to Edinburgh Trams (including invoices written off) of £6m and reduced income from cultural venues of £3.9m.
- 6.2 Given the unprecedented scale of these impacts, elected members considered detailed financial reports on a monthly basis during 2020/21 and through a combination of savings identified in corporate budgets and significant additional grant funding received late in the financial year, expenditure and income were brought back into balance, with an overall underspend of £8.1m recorded.
- 6.3 Looking forward, in order to provide resilience against the longer-lasting financial impacts of the pandemic and other budget framework risks, the 2021/22 budget set aside further monies for these impacts and almost doubled the size of the Council's unallocated reserves.

7. Stakeholder/Community Impact

- 7.1 There is no direct impact arising from the report's content, and the report highlights the positive impacts created by local government, communities and partners working together during the pandemic. It also notes that the lessons learned over this period must be harnessed to meet the new challenges created by Covid-19

8. Background reading/external references

- 8.1 [Accounts Commission: Local Government in Scotland – Financial Overview 2018/19](#), Finance and Resources Committee, 23 January 2020.
- 8.2 [Accounts Commission: Local Government in Scotland – Overview 2020](#), Policy and Sustainability Committee, 6 August 2020

9. Appendices

- 9.1 Appendix 1 - Accounts Commission: Local Government in Scotland Overview 2021

Local government in Scotland

Overview 2021

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ACCOUNTS COMMISSION 

Prepared by Audit Scotland
May 2021

Who we are

The Accounts Commission

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

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

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

You can find out more about the work of the Accounts Commission on our website:

www.audit-scotland.gov.uk/about-us/accounts-commission

Chair's introduction

In 2020, Covid-19 changed the world and will have a profound impact on our lives in the years ahead. The public services we all receive and many of us depend on each and every day have adapted, in some cases transformed and will certainly continue to change.

Covid-19 has laid bare and exacerbated existing **inequalities** such as health, work, income, housing and education across Scotland's communities. The multiple impacts of these inequalities have affected the most vulnerable, minority groups and women.

Reporting on how inequalities are being tackled is, and will be, a core priority for the Accounts Commission in our future reporting. The recovery from Covid-19 isn't going to be quick, again exacerbating the impact on the lives of those already most affected. The recovery plans and priorities need to recognise this.

Councils must put robust and realistic plans in place and work alongside partner organisations best placed to help. They must work with and for their communities, focusing on the needs of local people.

This will have to be achieved against an increasingly challenging **financial outlook**. There is rarely financial certainty for councils beyond the current financial year. For many years the Commission has reported on the importance of long-term financial planning for our councils and they need the certainty of a multi-year financial settlement to do this. Without this Scotland is faced with a clear risk to the financial sustainability of our councils. During the last few years we have seen increasing amounts of funding provided by the Scottish Government being ring-fenced for specific purposes and this limit on local flexibility

has also emerged through the funding arrangements for Covid-19. Councils have also been impacted by the significant loss of income and additional costs caused by Covid-19 which will have a consequential impact in the coming years. Support for councils will be needed to allow them to take a comprehensive and holistic approach as they look to stimulate economic recovery, address inequalities and build back communities.

Of course, this complex and difficult set of circumstances will, inevitably, mean that councils must make difficult decisions about the services they deliver, and indeed how these services are delivered.

A key issue will therefore be reaching agreement between the Scottish Government and COSLA to achieve a funding model for local government that targets and supports those most in need.

Throughout 2020 and beyond, the ways in which councils and communities have worked together to deliver services and support the most vulnerable has been incredible. Many communities and individuals continue to step in to provide crucial local services, empowered to do so by councils. Those local areas where partnership working was already strong and embedded were able to respond and react more quickly to the developing needs caused by Covid-19. This brought into focus the value and importance of **partnership working** and empowering communities to deliver services that meet very local needs.

Chair's introduction continued

The Accounts Commission will look to ensure that the significant amounts of funding given to councils to deliver and provide support to mitigate the impact of Covid-19 achieved value for money. **Following the 'pandemic pound'** will be central to our future work.

Our audit work has already seen so much positive work in councils, not least the swift and vital move to delivering services remotely and digitally. This new way of working needs to be harnessed and consolidated, with **lessons learned, shared and improved upon**. It is vital that councils do not default to previous ways of working in areas where new approaches are having positive outcomes.

This latest Local Government Overview is the first in a series of reports that will reflect on the evolving and long-term nature of the impact of Covid-19. Here we consider the initial response of councils. And our future reporting will give a more detailed analysis of the impact and lessons learned from the pandemic, including an assessment of progress being made in early phases of recovery in 2022 before looking ahead to how councils have supported their local communities to begin recovering.

Elma Murray

Interim Chair of the Accounts Commission

Key messages



**Communities
and people**



**Service delivery
and partnership
working**



**Resources and
governance**



1. The Covid-19 pandemic is having a profound impact on all aspects of society, including the economy, jobs, and the physical and mental health of the public

The negative impacts have been greater for those already experiencing socio-economic disadvantage, and existing inequalities have intensified. Councils have been at the centre of the response to the pandemic, supporting communities through these difficult times. They responded quickly and put their initial focus on maintaining service delivery and protecting communities.



2. Relationships with communities have been vital

Councils and communities have worked well together to manage local responses to Covid-19. These included supporting initiatives to promote wellbeing and support people who were shielding and facilitating community support hubs. Existing partnerships that were stronger before the pandemic made a smoother transition into the response phase, as there were fewer barriers. Moreover, some communities were able to offer a faster and more targeted response and deliver some vital services as a result of having fewer formal decision-making structures. In some cases, Community Planning structures have been strengthened and community groups have been able to work more flexibly, demonstrating the value of community empowerment.



3. Levels of service disruption have varied

Services such as education, social care and culture and leisure were badly affected, while other core services continued on a reduced basis. Services that could be delivered by people working from home were most resilient. The disruption to services had significant negative impacts on vital areas and on some client groups. These included carers who lacked access to respite care, people with learning disabilities who lacked access to important services and wider support, and school children, who experienced significant disruption to their education. Communities experienced significant service disruptions alongside the wider impact of the pandemic. This created further challenges including job losses and increased economic uncertainty, the impact on people's mental health, and increased child protection risks during lockdown.

Key messages continued



4. Some services were delivered virtually

For example, education continued where students were able to access learning materials online. Councils worked fast to enable homeworking for staff and to provide innovative IT (information technology) solutions. There were challenges for some councils in the early days of the move to homeworking, including limited internet connectivity and insufficient supplies of IT equipment to enable the required numbers of staff to work remotely.



5. The workforce demonstrated the versatility to take on new roles

Staff were redeployed from services that were closed or reduced into services facing increased pressure while working at pace under challenging circumstances. There will be an increased need in future for staff to be agile as services continue to evolve in line with the pandemic and the recovery phases. Councils must also manage the pressures on staff to ensure their people are not put at risk of burnout as the pandemic continues.



6. There were significant changes in council governance structures and processes

At the onset of the crisis, councils suspended or revised their meeting schedules, and adopted different approaches to decision-making. Virtual meetings were established in growing numbers of councils, and all councils now hold remote meetings. There is now less reliance on delegation to officers or emergency committees than in the early stage of the pandemic, but councils must continue to balance the need for urgent decision-making with transparency.

Key messages continued



7. Councils continue to face significant financial challenges, and these have been exacerbated by the pandemic

The Convention of Scottish Local Authorities (COSLA) estimated that the total net financial impact of Covid-19 in 2020/21 would be £767 million. This includes forecast financial pressures of £855 million, with loss of income accounting for around £400 million of this total. The financial pressures have been offset slightly by estimated cost reductions of £88 million from a range of areas such as lower property costs and reduced school meal costs.



8. The Scottish Government has provided substantial additional financial support, but the nature and timing of funding has created further challenges for councils

Funding announced by the Scottish Government by February 2021 is likely to support councils in covering the net financial impact of the pandemic for 2020/21. This additional funding includes a significant element of one-off grant funding, therefore this may present financial sustainability risks for some councils in future years. Furthermore, funding announcements have been frequent but not regular, and in some cases specific conditions are attached. This has created an additional administrative burden for the Scottish Government and councils arising from awarding and accepting grants and completing the related reporting requirements.

Key messages continued



9. Councils have started to plan for longer term recovery from the crisis

While restarting services is led largely by national guidance, and the response to a second wave of Covid-19, councils are beginning to think about how to rebuild local economies and support communities in the long term. Councils will play a pivotal role in this, and as they progress through the recovery phases, there must be recognition that a return to 'business as usual' will not be possible and that the negative impacts of the pandemic will be felt for years to come. Councils' recovery plans have signalled this kind of thinking, focusing on areas that were already priorities before the pandemic, such as digital, tackling inequalities and climate change. We are still learning about the significant long-term challenges, and councils' recovery and renewal plans should address the longer-term implications of the pandemic for local economies, communities and individuals. Recovery plans must also recognise the longstanding issues of inequality that exist and set out actions to address the differential impact of Covid-19 on different groups.



10. There has been some ongoing learning resulting from the emergency response to the pandemic

Councils' service delivery arrangements and working practices changed at an unprecedented pace and on a scale that would have been considered impossible in the past. The need to respond quickly with simplified procedures has allowed councils to operate more flexibly and achieve outcomes that would previously have taken much longer. For example, the use of digital technology, to support changes to service delivery and councils' governance arrangements, has accelerated at a greater pace than many councils had planned for or thought achievable. It is important that councils now consolidate and build on the factors that allowed this level of change and innovation to take place so quickly. Councils should also identify the positive developments to take forward into renewal planning to maintain this momentum. It is also important for councils to avoid the risk of reverting to 'business as usual' in areas where new ways of working are having positive outcomes, for example flexible working and an increase in digitally enabled services. We will consider further lessons learned in more detail in future local government overview reports.

About this report

Our local government overview this year is taking place amidst the Covid-19 pandemic, which has created an unprecedented set of issues and challenges for councils, their partners and for communities. The shape of the recovery and renewal curve is not yet clear, nor are many of the longer-term impacts on the economy, communities, and public services.

This report

- is the first in a series of reports that reflects the evolving and long-term nature of the impact of Covid-19
- considers the initial response phase of the pandemic from March 2020, and includes financial data correct as at the end of February 2021
- provides case study examples of council responses to new challenges.

Future reporting

- will give a more detailed analysis of the impact of the pandemic and lessons learned from it, including an assessment of progress being made in early phases of recovery in 2022
- will cover further progress, with renewal and recovery reported on in 2023.

Timeline of key events

18th - £350m funding announced for councils, the third sector, and community groups

20th - Closure of schools

24th - Scotland goes into 'lockdown'

30th - The Scottish Gov. announce that local authorities' August 2020 deadline to deliver 1140 funded hours of Early Learning and Childcare will be removed

6th - Coronavirus (Scotland) Act receives royal assent

20th - Covid-19 deaths peak in Scotland

5th - Scottish Gov. announce that £155m in Barnett Consequentials will be passed to Local Government

7th - Announcement of the 'Connecting Scotland' Initiative

29th - Scotland enters phase 1 of Scottish Gov. route map

16th - Summer provision of free school meals announced

19th - Phase 2 of Scottish Gov. route map begins

23rd - £257.6 million of additional funding for councils to help tackle Covid-19 is approved (includes £155m consequentials)

10th - Phase 3 of Scottish Gov. route map begins

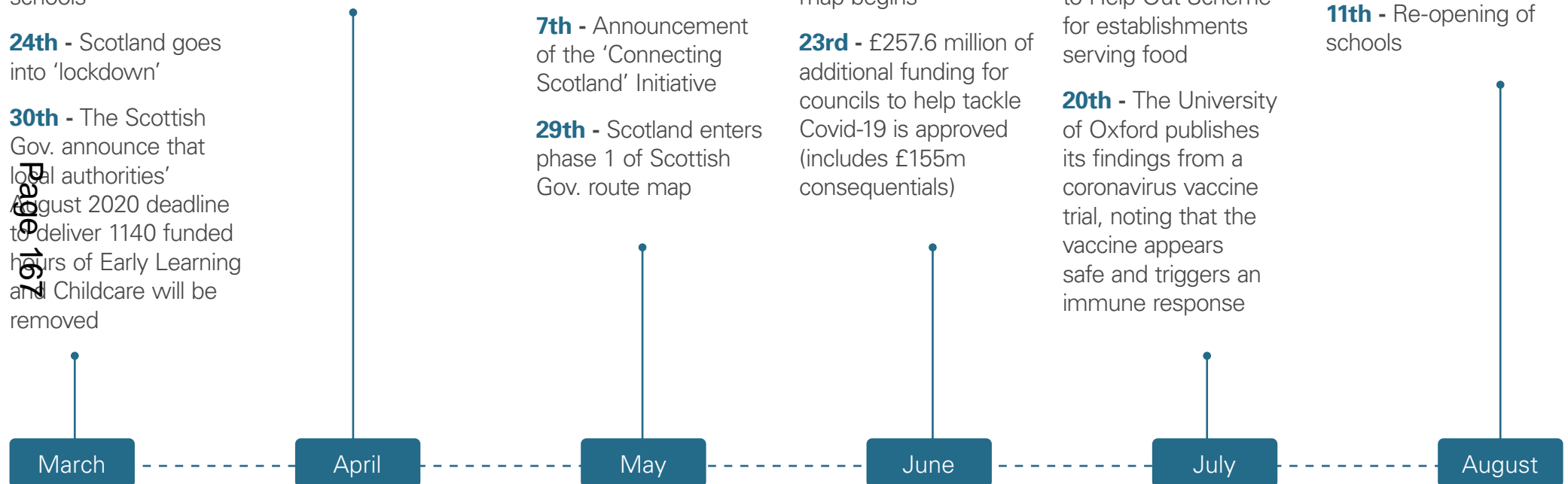
13th - UK Government announce the Eat Out to Help Out Scheme for establishments serving food

20th - The University of Oxford publishes its findings from a coronavirus vaccine trial, noting that the vaccine appears safe and triggers an immune response

5th - Local restrictions in Aberdeen following rise in infections

4th - Scottish pupils receive SQA results

11th - Re-opening of schools



Initial response phase, March to August 2020

Timeline of key events

1st - New restrictions introduced in the West of Scotland

22nd - New national restrictions and hospitality curfews introduced

24th - Scottish Gov. publish 2020/21

Autumn Budget revision. Covid-19 guaranteed consequential reach for 5bn

7th - Further temporary restrictive measures for hospitality, particularly in the central belt

20th - Further funding announced for free school meals and additional flexibility for councils to use the £20 million welfare fund

2nd - Local Authority protection levels take effect

5th - UK Gov. announce furlough extended to March

20th - 11 local authorities move into Level 4

24th - UK wide relaxation of restrictions over Christmas announced

8th - Covid-19 vaccination programme commences

14th - It is confirmed that the ELC expansion deadline has moved to August 2021

19th - The Scottish Gov. announce tightening of festive period restrictions

26th - National lockdown in Scotland begins

5th - Mainland Scotland goes into lockdown with a new legal requirement forbidding anyone from leaving their home except for essential purposes.

11th - The rollout of the Oxford/Astrazeneca coronavirus vaccine begins

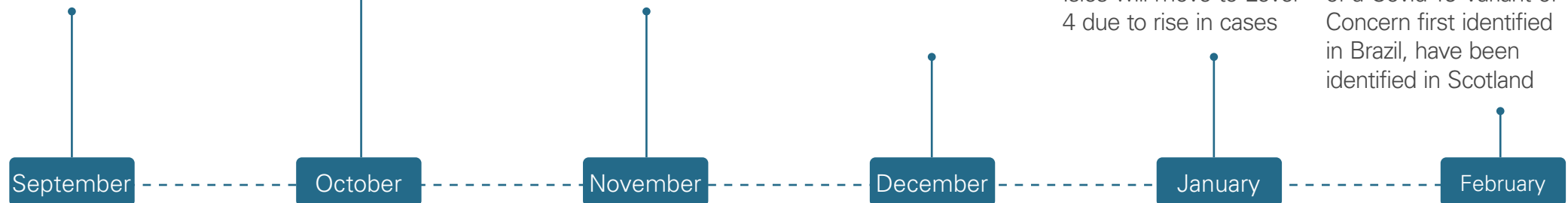
29th - Scottish Gov. announce the Western Isles will move to Level 4 due to rise in cases

22nd - Children in early learning and childcare and primaries 1 to 3 return full-time to classrooms

25th - Scottish Gov. announce Scotland's vaccination programme has delivered first doses of the Covid-19 vaccine to a third of those eligible

28th - Scottish Gov.t announce three cases of a Covid-19 Variant of Concern first identified in Brazil, have been identified in Scotland

Initial response phase, September 2020 to February 2021



Initial response phase, September 2020 to February 2021

Key facts/Context

About local government

Councils in Scotland operate in a complex and challenging landscape. The scale of Covid-19 has created an unprecedented set of issues and challenges for councils, their partners, and communities. These include unprecedented economic and social impacts, additional financial pressures and increased service demand, the need for new service delivery models and negative impacts across communities and groups, particularly those who were already vulnerable. For several years, councils have been dealing with increasing challenges and uncertainty while continuing to address the needs of local people and national priorities. The Covid-19 pandemic has put into clear focus the pivotal role of councils in delivering not only the day-to-day services that communities rely on, but also in responding to risks. It emphasises the essential importance of effective leadership, good governance and good financial management for all councils.

Page 1 of 8

Additional Covid-19 actions and responsibilities

- support to communities
- business support grant administration and distribution
- infrastructure amendments
- advice services
- staff redeployment
- virtual service delivery

32 councils



£12.6bn net expenditure budget in 2019/20



Workforce of **206,000** local government staff



Providing services to **5,463,300** people in Scotland

431,000

claims for the Self-employment Income Support schemes

£0.8bn

estimated additional Covid-19 costs in 2020/21

180,000

people shielding in Scotland

£0.4bn

estimated loss of income in 2020/21

9,000

households receiving kit through 'Connecting Scotland'

£1.02bn

administered in business support grants

[Our Local government in Scotland: Financial overview 2019/20](#) and [Digital in Local Government](#) reports explore some of these issues in more detail.

Key characteristics of the response

We have organised our analysis of the local government response to the pandemic and the wider risks that have emerged under the following themes. Early lessons learned relating to each theme are highlighted in the following sections of the report.

Each characteristic can be navigated to by the tabs at the top of the pages.



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Communities and people

Community wellbeing and the role of communities in responding to the crisis

- differing impacts of Covid-19 on demographic groups
- the impact of the pandemic on inequalities
- communities' contributions in responding to the crisis

Service delivery and partnership working

The adaption of service provision and working with partners

- reduced service provision and prioritised services
- innovation and digital delivery
- enhanced collaboration and more positive working relationships

Resources and governance

The financial impact of responding to Covid-19, use of resources and changes to governance arrangements

- challenging financial outlook– additional spending and lost income
- new funding and financial flexibilities
- staff redeployed to fulfil essential roles
- virtual decision-making
- changes to governance arrangements



Communities and people

The adverse effects of the Covid-19 pandemic on different communities will last for years to come. Some people have faced greater hardship than others, and inequalities have increased in areas such as health, deprivation, employment and digital access. Communities have been integral in supporting councils and their partners' responses to the pandemic. Covid-19 recovery planning needs a sustained focus on addressing inequalities with community empowerment at its heart.

Covid-19 has had a profound impact on society and the economy

- The impact of Covid-19 on society has been hugely disruptive. Social distancing measures have markedly changed people's daily lives and, for many, have had a detrimental impact on mental health and wellbeing.

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Covid-19 has created significant uncertainty for many sectors of the economy. The national restrictions have forced many industries to shut down completely, resulting in substantial job losses and reliance on the national furlough scheme. At November 2020 the unemployment rate was 4.4 per cent, compared with 3.8 per cent for the same period in 2019.¹ The Improvement Service has created a Covid-19 economic impact dashboard² which shows the current uptake of government support at a Scottish local authority level. This uses publicly available data and includes details of the types of employment furloughed, the Self-Employment Income Support Scheme, unemployment benefit claims, and the Covid-19 Business Support Fund Grant Scheme.

- Covid-19 will also bring longer-term impacts on the economy and labour market, potentially leading to structural changes and the risk of long-term scarring for those exposed to extended periods of unemployment. The pandemic has created unequal effects on the economy so far, with digital and tech industries thriving whereas retail, hospitality, tourism, and creative industries have been the worst affected. Many of the workers within these worst affected industries are among the lowest paid and include groups such as young people, women, those with disabilities, and minority groups. This creates a risk that existing social and economic inequalities will be exacerbated. There is also the potential for some areas to be disproportionately affected, for example in economies surrounding city centres relying on footfall and in rural economies relying on tourism. The Improvement Service comments on these issues in more detail in its Covid-19 Supplement to the Scottish Local Authorities Economic Development Group (SLAED) Indicators Report 2019-20.³

1. [Labour marker in the regions of the UK](#): Office for National Statistics, March 2021

2. [COVID Economic Impact dashboard \(shinyapps.io\)](#)

3. [Covid-19 Supplement to SLAED Indicators Report 2019-20](#)

Covid-19 had a significant impact on children and young people

- Significant disruption to education has had an adverse effect on children and young people. The move to home learning has been challenging for many families and has led to loss of learning and loss of school experiences. Our report [Improving outcomes for young people through school education](#) looks at these issues in more detail and notes that the negative impacts of the pandemic may affect children and young people across a range of outcomes, and has had a detrimental effect on mental health and wellbeing.

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Covid-19 has also had a significant impact on young carers, many of whom have had to take on additional caring responsibilities during lockdown. These young people provide essential care for their families, often 24 hours a day, and this can lead to challenges in maintaining their social, educational, and economic wellbeing, as well as their physical and mental health. The pandemic and associated lockdown restrictions and social distancing measures have had far-reaching implications for young carers. These include increases in the complexity of the care provided, the withdrawal of some aspects of external support, difficulties associated with home learning and increased stress and anxiety levels as care loads grow.

Covid-19 has had a disproportionate impact on some communities and groups in society

- Covid-19 has had disproportionate effects on peoples' health, particularly those with existing health conditions, but the pandemic and society's response to it is also having an unequal impact on disadvantaged and vulnerable people and communities.
- Those living in areas of high deprivation in Scotland are twice as likely to die from Covid-19,⁴ and structural inequalities, for example poor access to good-quality education, employment, health and housing, place black and minority ethnic groups at much higher risk of becoming severely ill with Covid-19.⁵
- One-third of 18-24-year-olds have been furloughed or lost their job, in contrast to just over one-sixth of working-age adults overall. A cause for concern is prompted by further analysis by the Resolution Foundation which suggests that those currently on furlough have an increased risk of later unemployment when the job retention scheme ends.⁶
- The financial impact of Covid-19 has been substantial for many individuals and families. Over half of families in receipt of Universal Credit or Child Tax Credit in Scotland have had to borrow money since the start of the crisis.⁷ The economic impact has also affected some groups to a greater degree than others, for example young people and women in low-paid job sectors that have faced service closures. Women have historically been exposed to labour market inequality, through comprising more underpaid and undervalued work and are also more likely to have caring responsibilities, making it harder to balance work and care commitments. These issues have been heightened through the response to Covid-19, as women have been disproportionately affected by job disruption and the need for more unpaid care.⁸
- In addition, digital exclusion has been exacerbated, resulting in reduced access to information, goods, and services for some. In the 20 per cent most deprived areas in Scotland, 82 per cent of households have access to the internet, in comparison with 96 per cent in the 20 per cent least deprived areas.⁹

4. [Deaths involving Coronavirus \(COVID-19\) in Scotland, National Records of Scotland, December 2020](#)

5. [Supporting community recovery and resilience in response to the COVID-19 pandemic: a rapid review of evidence, Glasgow Centre for Population Health, May 2020](#)

6. [Getting Britain working \(safely\) again, The next phase of the Coronavirus Job Retention Scheme, May 2020](#)

7. [A stronger Scottish lifeline in the economic storm, Joseph Rountree Foundation, July 2020](#)

8. [The impact of COVID-19 on women's labour market equality, Close the gap: Disproportionate disruption May 2020](#)

9. [Scottish Household Survey 2019: annual report](#)

New vulnerabilities have also emerged as a result of Covid-19

- Covid-19 has created new vulnerabilities and exacerbated existing inequalities and exposure to risk factors.¹⁰ The response to the pandemic has had a huge impact on vulnerable adults and children, for example through care services being removed from people with disabilities and elderly people, children with additional support needs having reduced educational support, and increased child protection risks as a result of children being less visible to support services.
- These services provide important streams of both practical and social support for those in need. The reduction or cessation of services has had a significant impact. For example, the Care Inspectorate found that children and young people, whose school education and building-based social activities had been suspended, were particularly adversely affected.¹¹ Similarly, parents in some situations became quickly exhausted. The Care Inspectorate also note the risk of hidden harm being a concern.
- The disproportionate impact has also been reflected in the challenges for those with caring responsibilities, including carers who have faced reduced access to support services and respite care.

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Case study 1

East Renfrewshire Council



[East Renfrewshire Council's multi-layered approach to shielding.](#)

The council contacted those on the shielding list to assist with essential tasks such as delivering food and medicine. Further support was provided to other groups by cross matching the shielding list with the lists of those accessing other services, such as homecare, telecare, housing, learning disability, food hubs and young mums' services. This allowed the council to co-ordinate various elements of support and contact people who had not used services before. It also helped to identify wider issues that were emerging during the pandemic, such as communities being at risk of food poverty.

10. [A brief summary of some issues and potential impact on those living in socio-economic disadvantage, The Improvement Service: Poverty, Inequality and Covid-19](#)

11. [Delivering care at home and housing support services during the COVID-19 pandemic, September 2020](#)

Councils were innovative and worked at pace to provide support to those most at risk

- In the initial phases of the pandemic, councils identified vulnerable people using sources such as databases of those accessing food banks, households receiving free school meals and people on the shielding list. This allowed for a targeted response to those at greatest risk.
- Councils have been at the forefront in adapting services and providing support to communities. Diverse approaches were taken to respond to the changing circumstances and to support the most vulnerable. For example, innovative solutions to provide accommodation for homeless people were established. The rapid response to housing the homeless, through additional funding and using private sector resources, is unprecedented.

Councils are also contributing to national efforts to minimise the negative effect of digital exclusion on vulnerable communities, working with the Scottish Government and third sector to distribute digital devices through the 'Connecting Scotland' initiative.

Case study 2

The City of Edinburgh Council



The City of Edinburgh Council private sector leasing scheme to tackle homelessness.

The council increased its provision to homeless people by using private sector resources, such as hotels, B&Bs and rented accommodation through the private sector leasing scheme. Working with Link Housing, the council is looking to enhance the scheme in the longer-term, where landlords can lease their properties to the council for up to ten years at guaranteed rents. The council began a new contract for the scheme in April 2020 and, despite the challenges of Covid-19, the scheme has increased by 89 properties, and 321 new tenancies were established between 1 April and 6 November 2020.

Councils were innovative and worked at pace to provide support to those most at risk

Case study 3

Scottish Borders Council

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Scottish Borders Council's 'Inspire Learning' programme:

'Inspire Learning' is an ambitious digital learning programme developed in July 2019, through which all secondary pupils and teachers received their own iPad. A range of partners have contributed to the programme's success by adopting a 'one vision' approach. The initial phase was completed six months ahead of schedule in March 2020, providing an invaluable tool for remote learning in response to Covid-19. In the first week of home learning, over 90 per cent of secondary pupils were using their iPads at home. The programme has also now been extended to all primary pupils in P4 and above and primary teaching staff. It also aims to aid collaboration between schools, enhance delivery of the curriculum, and address future employment challenges, by teaching young people digital skills such as coding, working with Apple's education initiative.

Councils will continue to play a significant role in addressing future inequalities

- The Convention of Scottish Local Authorities (COSLA) has recently prepared a [Blueprint](#), based on the empowerment of people and communities, that outlines the steps local government needs to take to overcome inequalities which increase the chances of contracting Covid-19, and longer-term impacts of the virus. However, it is too early to assess councils' progress in applying the blueprint or to understand the full impact of the pandemic on inequalities.
 - Councils will play an integral role in Scotland's recovery from Covid-19 and putting communities at the centre of recovery will be vital. As well as managing the specific impacts of the pandemic, councils will also need to address the challenges that existed before the pandemic, many of which have been heightened.
- The impact of the crisis will require targeted interventions to ensure that people can be supported to overcome its damaging social and economic effects. Councils have demonstrated early signs of this kind of thinking, for example by developing virtual skills programmes for young people, and job-matching websites to help people find employment.

Case study 4

Falkirk Council



[Falkirk Council's Employment and Training Unit.](#)

The council's Employment and Training Unit has ensured that more than 800 people could continue to develop employability skills during Covid-19 by providing virtual support, replacing typical face-to-face learning. The team supports young people in Falkirk who wish to develop skills outwith traditional higher or further education settings. The service offers a range of support, from specific training and qualifications to wider life skills in wellbeing, health, and finance. The team has signposted people to other services to help with challenges arising from Covid-19. It has been successful in securing jobs for some despite the fragile employment market, in areas such as health and social care, retail, food and administration.

Lessons learned

The impact of Covid-19 has been extremely detrimental for many of Scotland's most vulnerable people and communities. The impact will be long-lasting and will significantly increase inequalities. Recovering from the pandemic will require tackling inequalities to be a priority.

As councils may look to embed longer-term changes to service provision as seen during the pandemic, it is important that they are adaptable in their approach, to ensure that services are reaching communities in the right way. Councils need to understand the needs of those experiencing digital exclusion and put

a strategy in place to ensure equal access to services for all citizens and communities.

Communities were an asset in councils' response to the pandemic

- As councils worked at pace to adapt service provision and provide additional support to vulnerable people, community groups made significant contributions, for example local people helping to coordinate the shielding response.
- Community-led responses were delivered through initiatives such as Community Planning Partnerships and third sector volunteering. Communities made important contributions to delivering these support systems.

The establishment of community hubs was a common approach to coordinating local support by providing emotional support and services such as deliveries of food and medicines.

Case study 5

North Ayrshire Council



[North Ayrshire Council's 'Three Towns' Community Hub.](#)

The council established community hubs around its localities, one being the three towns of Saltcoats, Stevenston, and Ardrossan. Existing community engagement work provided a robust base for developing a collective response from different services, and from community groups that acted as volunteers.

The hub linked together expertise from the community, health, social work, libraries, community development and voluntary organisations. The hubs provided a local telephone point of contact for community need arising as a result of Covid-19, also helping to distribute food, medicine, mental health support, and books. Holistic working provided an efficient response to serving communities with various services 'under one roof'.

Communities experienced increased levels of activity and collaboration

- As a result of reduced levels of governance and decision-making protocols, communities embraced the opportunity to take charge in responding to the crisis. For example, communities quickly organised themselves to help councils to provide essential supplies to vulnerable people, often in a matter of days.
- Before the pandemic, this type of innovation and activity from local people faced barriers, including limited opportunities to influence or take control of decision-making processes, poor relationships and a lack of trust between communities and the public sector, continued financial pressures and austerity measures, and leadership and cultural challenges. However, the need for more streamlined processes allowed communities to make significant contributions in response to the pandemic. Our report [Principles for community empowerment](#) outlines the benefits of community empowerment in more detail.
- Collaboration was more effective where pre-existing relationships with communities were strong. Shared values and trust were important in helping councils to target support and achieve buy-in from community groups.

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Case study 6

East Lothian Council



[East Lothian Council Connected Communities Resilience Bases.](#)

The council established six bases (one in each ward) across the local authority area to support vulnerable people or those who are self-isolating and have no other local support. Staff coordinated the despatch of essential goods including food, sanitary products, and hearing aid batteries. They proactively contacted those on the shielding list and worked with community groups to tackle concerns over wellbeing and isolation.

Lessons learned

Action taken by communities has been vital in supporting councils and their partners to deliver an emergency response. Partnerships that were well-established before the pandemic had a smoother transition into the response phase and acted more quickly than others.

The importance of strengthening relationships with communities has been apparent. Greater flexibility in decision-making structures has been an effective tool for communities, empowering them while allowing the council to operate more efficiently. Giving communities

more scope to use initiatives like this will be important in the future but must be balanced with the return of robust governance arrangements and continued openness and transparency in decision-making.



Service delivery and partnership working

Councils were central to the national Covid-19 pandemic response to supporting communities and vulnerable groups, alongside partners in health and social care and voluntary sectors. They responded quickly to the pandemic, placing their initial focus on maintaining essential services and protecting communities. Levels of service disruption varied during the early stages of the spring 2020 lockdown. Some councils worked well with their communities to respond to the challenges.

Councils proved agile in adapting service provision, by redirecting resources and using digital technology

- In their initial response to the national lockdown in March 2020, councils had to take quick decisions on their priorities to maintain key services while changing the way they delivered services and pausing some altogether.
- Generally, the most resilient services were those that were able to embrace home working, particularly administrative, support and processing functions.
- The impact of the pandemic and disruption to services varied. Services such as education, social care, culture and leisure, and housing repairs were significantly disrupted, and it is likely that these impacts will have longer-term consequences for communities and councils.
- Our report [Improving outcomes for young people through school education](#) found that those involved in planning and delivering school education and their partners had developed a strong foundation of working together before the pandemic. That foundation helped them deliver a quick response to the crisis. However, the move to home learning was less effective for children and young people living in already challenging home circumstances. This has exacerbated learning and development inequalities among pupils.

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Case study 7

Aberdeen City and East Dunbartonshire



Councils including [Aberdeen City](#) and [East Dunbartonshire](#) distributed digital equipment to school pupils.

Aberdeen City Council's Education Service provided laptops and internet access for children and young people to support their access to the curriculum and continuing their studies at home. Teachers came up with interactive ways to provide more engaging learning for students. Guidance on delivering a digital curriculum was also issued to parents and staff.

- The pandemic impacted on councils' ability to carry out their social care functions, and the Coronavirus (Scotland) Act 2020 temporarily relaxed many of the usual statutory requirements on councils. These changes had significant negative impacts on some vulnerable groups and communities. In its review of care at home services, the [Care Inspectorate](#) found that health and social care partnerships effectively prioritised support for people with critical needs; but the impacts of this prioritisation on other people using services was very variable across the country.
 - The suspension of day care and respite services had a particular impact on children and young people with additional support needs, learning disabilities or challenging behaviours. Children and young people whose school education and social activities had been suspended were particularly adversely affected.
- The Care Inspectorate also found that social isolation, disruption of daily activities, limitations on physical activity and the suspension of reablement services had an adverse impact on the health and wellbeing of people who experience care and carers.
- All councils and partner providers closed their leisure centres, libraries, museums, and cultural centres to the public.
 - Councils initially restricted housing repairs to emergencies and essential repairs only, and the right to repair timescales were suspended in cases where landlords and contractors could not meet them because of the disruption caused by Covid-19.

Case study 8

Midlothian Council



Midlothian Council's Registrations service moved to a seven-day service, to make sure that deaths would be registered on time, and in line with social distancing requirements.

The service adapted to enable remote digital registrations, coordinating the early stages of each registration before completing it in the office. The council's library support team provided administrative assistance to the registrations team.

- Other services such as waste collection and administration functions continued on a reduced basis in the early stages of the spring 2020 lockdown. For example, in waste management, most councils continued kerbside bin collections, but recycling centres were temporarily closed. Most planning services were moved online with site visits suspended and a focus on responding to urgent matters.
- Councils made creative use of digital technology, responding to challenges across services. For example, school pupils were given access to learning materials online while learning at home (the 2021 report [Improving outcomes for young people through school education](#) looks at councils' responses to the pandemic and their impacts in detail). In addition, fitness classes and library collections moved online; some care homes provided virtual visiting for residents; and some councils live-streamed funeral services privately for family and friends.
- The [Digital progress in local government report](#) found that the pandemic has had a huge impact on council workforces, resulting in a large-scale shift to homeworking and remote working. Getting the right technology, skills, and support in place to give staff the confidence to use new cloud-based tools has been a key challenge. Councils' digital and information communication technology (ICT) teams have responded with unprecedented speed, agility, and resilience.

Case study 9

Perth and Kinross Council



[Perth and Kinross Council live streamed funeral services from Perth Crematorium, to allow families to say goodbye to their loved ones safely while following social distancing guidelines.](#)

The webcam service was made available privately to relatives, and the feedback received from families has been overwhelmingly positive.

Councils rapidly changed service delivery arrangements

- Councils reacted quickly to take on new responsibilities brought about by the pandemic, including distribution of business support grants ([see Resources and governance section](#)) and involvement in the shielding response.
 - Councils have also experienced an impetus for digital change from the challenges of the pandemic, with some taking the opportunity to accelerate their digital transformation plans by, for example, adopting online meetings and reducing staff travel. [The Digital progress in local government report](#) provides more details on how councils met these challenges.
- Data sharing between councils and partners enabled resources to be directed to those in need. [The Digital progress in local government report](#) highlighted the example of the Helping Hands platform which councils and third sector partners jointly developed to coordinate support for citizens who were shielding or otherwise vulnerable. This allowed councils and partners to identify and support those at greatest risk. However, the Improvement Service found that a lack of data sharing in some cases created challenges, for example relating to councils and Public Health Scotland sharing Test and Protect data from households required to isolate.
- Our review of the 32 council websites found that councils took similar approaches to communicating with the public and staff through their websites by providing periodic updates on most services. But some councils' websites had gaps in information on key services such as homelessness and social care in the early stages, creating the risk of people not being kept fully informed about the services they needed.

Case study 10

Perth and Kinross Council



[Perth and Kinross Council staff such as parking attendants worked with NHS Tayside to collect and deliver prescriptions and other medical equipment to patients.](#)

This followed the suspension of parking charges, to allow key workers to get to their places of work more easily. The council's Public Transport Unit also worked with businesses that normally take pupils to school to instead take key workers to and from work back home.

Council workforces demonstrated versatility by adapting quickly, taking on new roles and working under pressure to maintain key services

- Councils redeployed staff from closed or reduced services to services that faced increased demand or pressures. Staff have had to work at pace and under significant pressure.

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Homeworking and staff redeployment have created challenges for council workforces. The additional pressures created by new and changed ways of working reinforce the need for the workforce to be versatile now and in the future.

- The impact of the pandemic on staff wellbeing and mental health means that there is an increased need for leaders to be aware of staff wellbeing and their role in supporting staff, as well as ensuring the effectiveness and accuracy of councils' workforce data and planning. These challenges have been highlighted by the [Improvement Service Organisational Development Local Authority Network \(ODLA\)](#).
- There is an increasing and ongoing need for council workforces to be agile as services continue to adapt to the impact of Covid-19, and as recovery moves into renewal. But councils must also manage the pressures on their staff to ensure their people are not at risk of burnout as the pandemic continues.

Case study 11

North Ayrshire Council



[North Ayrshire Council](#) redeployed staff to its community support hub network to work with volunteers in supporting local communities.

The hub network was established in March 2020 providing services including support to vulnerable residents and people in isolation to access emergency food supplies, and connecting with people struggling with money worries, social isolation, and poor mental health. The links to a wide range of disciplines allowed the hub to respond quickly in the initial phases of lockdown by taking a multi-agency approach. In one week, the hubs answered over 2,200 calls, carried out 2,153 food deliveries and 746 prescription drop-offs, and provided advice and signposting to over 400 residents to key statutory services.

Lessons learned

Councils must closely monitor the impacts of service changes and disruptions on people and communities. There are growing concerns about the effects of service disruptions on different groups, for example the impacts of moving school education into homes and online on disadvantaged and vulnerable children

and young people, and of reduced or paused care services on people who rely on them and their carers. Councils must develop targeted responses to tackle both the immediate negative impacts of the pandemic and the long-term inequalities that have been exacerbated.

As councils embrace longer-term digital service provision, they must balance the efficiencies digital services bring against the needs of communities and the workforce. Citizens must be at the heart of decisions about the services they rely on.

Councils have worked effectively with community partners to respond to the impacts of Covid-19. Partnerships between councils and community partners have developed and strengthened in some areas

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Councils play a key role in leading and coordinating partnerships focused on supporting and improving the lives of people in their communities. This role has been crucial as councils have coordinated and managed local responses to the pandemic. There have been many positive examples of these partnerships - including in mandatory Local Resilience Partnerships, through data-sharing responses to support shielding - and community resilience responses.

- During the early stages of the spring 2020 lockdown, it was not always clear how councils identified those in need of additional support. Some councils outlined their approaches on their websites, for example in providing additional support to individuals and families by coordinating data on those accessing other support such as food banks, households receiving free school meals, and those on the shielding list. Not all councils detailed their approaches publicly. This created a risk that people were not fully

informed about the services they could access and were entitled to, particularly those in vulnerable groups, or about the council's response to Covid-19 in their local area.

- Partnerships with the third sector and communities have been particularly important in protecting people's wellbeing and supporting community hubs. As noted in the [Communities and people](#) section, partnerships that were well established before the pandemic had a smoother transition in the response phase. Many councils set up community hubs, and some communities were able to offer a faster and more targeted response to deliver vital services as a result of having fewer formal decision-making structures.

- Councils played an active role in national initiatives such as [Connecting Scotland](#), working with the Scottish Government and third sector to distribute digital devices to people in need.
- Collective action from Community Planning Partnerships (CPPs) had a significant positive impact. CPPs provided a much-needed way of coordinating local support activities and communications. Work carried out by the Improvement Service highlighted how CPPs have added value, through emergency resilience planning and by providing an immediate response involving key partners and communities.

CPPs' impacts highlighted the value of Community Planning, in coordinating local and national responses, mobilising communities to take charge of supporting vulnerable people, developing existing relationships within Community Planning, and marshalling third sector resources. Following this initial reactive phase, there is evidence of CPPs now looking to join councils' efforts in recovery planning.

Case study 12

East Renfrewshire Council

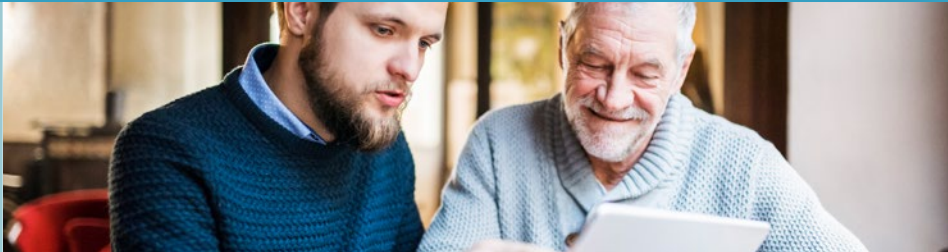


[East Renfrewshire Council](#) contacted the 2,500 people on the shielding list to check whether they needed any assistance, for example in obtaining food and medicine provision, digital support, or financial help.

The council also carried out a social care needs assessment at that point to determine what support was already in place, for example district nursing or home care, and then worked with Voluntary Action East Renfrewshire to meet the additional needs.

Case study 13

Fife Council



Fife Council worked with Fife Voluntary Action to deliver the Helping Hands initiative.

This aims to support local communities across Fife, providing a range of essential services, including delivery of shopping and prescriptions, and providing transport and befriending services. There are eight active community resilience groups in Fife, six of which were established before the pandemic. These linked directly with the Emergency Resilience Team which provides advice on and support for developing local resilience arrangements and community-led responses. The groups have been key to providing a foundation for building capacity and additional resources to respond to the impacts of Covid-19 and support communities.

- The Improvement Service has worked with COSLA and the Society of Local Authority Chief Executives (SOLACE) to develop a local government Covid-19 dashboard, to help councils to coordinate and draw insights from the significant volume of Covid-19 data they hold. The dashboard has been created to put greater focus on evidence-based service arrangements and to help councils use timely data to inform their decision-making. It is too early to assess the overall effectiveness of the dashboard, but the early signs are positive, and councils now have access to current data on key figures and emerging trends analysed nationally and at family grouping level. Further consideration will be given to the dashboard in future local government overview reports.
- More broadly the Improvement Service has played a key role in sharing good practice examples of effective ways of working by councils during the pandemic, preparing a paper on the role of Community Planning in the response to the crisis and producing economic dashboard outputs on its website to show differences in councils' uptake of the furlough schemes. COSLA's Recovery Special Interest Group is currently reviewing lessons learned and developing policy on the national recovery from Covid-19. The group is chaired by the COSLA vice-president and includes COSLA's president and five policy spokespersons. Its aim is to develop political direction from local government to shape the medium- to longer-term recovery work.

Councils' approaches to restarting paused services have varied, but they have been guided by the Scottish Government's national guidance

- As well as recovery planning, early action has already been taken in some councils to address the profound and immediate economic and social consequences of the pandemic. Some councils are working with partners to develop skills programmes to tackle future employment issues and using place-based approaches to address wider economic challenges.
- Councils have also maintained their focus on key challenges that they faced before the pandemic, and progress has been made in some areas despite the unprecedented pressures that emerged. For example, in March 2021, the Improvement Service¹² noted that data returned by local authorities indicated that 114,222 children were accessing funded early learning and childcare services as at the end of February 2021. Of these, 98,474 children (86 per cent) were accessing more than the statutory entitlement of 600 hours, and 74,096 children (65 per cent) were accessing 1,140 hours, despite the legal obligation to do so being suspended for a further 12 months.
- But there are significant challenges facing councils as they move from the response to recovery from the pandemic. As we highlighted earlier in this report, there are longstanding and wide-ranging inequalities in children's and young people's education outcomes that have been exacerbated by the impacts of and actions taken in response to Covid-19. The impacts of reduced services for pupils and for care service users for example, may not be known for some time and will require long-term efforts to address them.
- Services that were paused or reduced during Covid-19 restrictions will have built up backlogs of demand that may take some time to become clear. Councils' responses to these backlogs and the restarting of services will need to be effectively resourced and managed.
- Looking to the medium and longer term, councils recognise the challenges of repairing the damage to communities caused by Covid-19. Recovery planning began in many councils early in the pandemic, primarily focusing on recovery and renewal. The priorities that demanded councils' attention before the pandemic have become even more pressing, such as tackling inequalities, improving outcomes for young people, and tackling climate change.

12. [Early Learning and Childcare Expansion Delivery Progress Report, March 2021](#)

Case study 14

Glasgow City Council



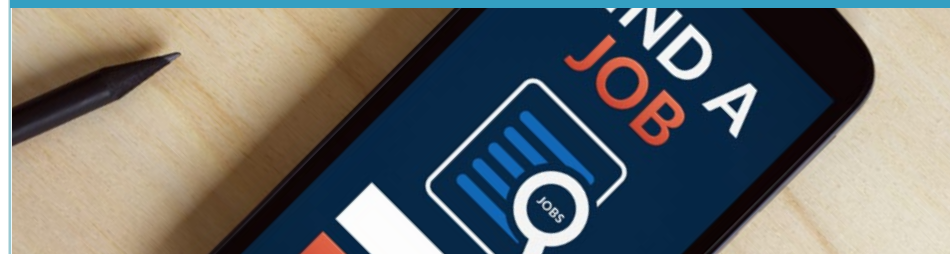
Glasgow City Council acted promptly in establishing its Covid-19 Recovery Group to tackle the economic and social consequences of the pandemic by looking at economic impact data.

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At the end of this process, the group will publish a report containing recommendations on the actions that will guide the economic recovery of the city and city region. The group consists of members of the Glasgow Economic Leadership, the Glasgow Partnership for Economic Growth, the Glasgow Economic Commission, and some external advisers. Members include representatives from the public sector, academia, the voluntary sector, and the tourism, retail, financial services, and energy sectors.

Case study 15

Edinburgh and South East Scotland



Edinburgh and South East Scotland City Region Deal partners, through the Integrated Employer Engagement workstream of the Integrated Regional Employability and Skills programme, launched a new job matching website, c19jobs, as a rapid response to promote key worker roles and to help reduce unemployment caused by the pandemic impacts.

The site offers vacancies in key sectors such as the NHS, supermarkets, and take-away services. The site also provides information and guidance for both employers and employees.

Case study 16

North Ayrshire Council



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North Ayrshire Council launched its [Community Wealth Building Strategy](#) in May 2020 which is the first of its kind in Scotland.

The strategy underlines how the council and other 'anchor' organisations – including NHS Ayrshire and Arran, Ayrshire College, and wider partners - will support more local business to bid for public sector contracts. The council seek to continue to enhance its strategy, recognising that Covid-19 has had a negative impact on inequalities to ensure that the recovery is strong, resilient, and fair. It aims to 'keep wealth local' and provide more sustainable solutions to tackle Climate Change.

Lessons learned

Councils and their staff have been at the centre of unprecedented efforts to protect and support people and communities through the Covid-19 pandemic. Demands on people have been intense, and both council staff and the citizens they serve will need continued targeted support through the move to recovery and renewal. Councils' recovery and renewal efforts must be informed by comprehensive understanding of the issues that affect all those who live and work in their communities, and the positive partnerships built on during their initial response should be a core element in this.

The impacts of the pandemic, particularly its unequal impacts on groups in society and the awareness it has raised of issues of fairness and equality, the importance of community and the value of local services are all key to deciding future priorities for public services and what 'building back better' might mean for communities.



Resources and governance

Councils have been dealing with the unprecedented economic and fiscal consequences of the Covid-19 pandemic alongside other challenges. Significant changes were also required to governance arrangements in the early stages of the pandemic.

Councils face significant financial challenges as a result of the pandemic

- Our [Local government in Scotland: financial overview 2019/20](#) report explains how the Covid-19 pandemic and associated lockdown has affected many aspects of councils' finances and created significant financial challenges and uncertainty.

As part of COSLA's cost collection exercise carried out in July 2020, councils estimated that the total 2020/21 net financial impact of Covid-19 would be £767 million. This includes financial pressures totalling £855 million, offset by cost reductions of £88 million from a range of areas such as lower property costs and reduced school meal costs. Loss of income accounted for around £400 million of the forecast financial pressures. Other areas forecast to come under increased pressure include the costs associated with delaying capital projects, underachievement of savings and the additional costs associated with delays in the redesign and reconfiguration of services.

- The closure of sport and leisure facilities is likely to result in a significant loss of income for councils. In summer 2020, COSLA estimated that this could be around £75 million for 2020/21, however this was based on assumptions in line with the Scottish Government's route map out of lockdown at that time. It is likely that the further lockdown restrictions implemented in December

2020 will exacerbate this challenge, resulting in a greater loss of income than first anticipated. This also applies to other areas of lost income for councils, including from the closure of other buildings and services, reductions in fees and charges and the impact of school closures on income from food and drink. In addition, the council tax reduction scheme and loss of council tax revenue continues to put significant pressure on revenues, alongside similar challenges faced by councils in collecting housing rent payments. Councils also projected that they will miss out on over £50 million in savings as a result of opportunities forgone and the pressures faced in response to Covid-19.

- Councils' auditors also reported wider financial consequences of Covid-19 in the 2019/20 annual audit reports. These include the suspension of capital programmes, delays in bad debt collection and the uncertainty of capital receipts.

Case study 17

Projected loss of income – ALEOs

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Several large urban councils have arm's-length external organisations (ALEOs) that were set up to manage commercial activities and provide income back to councils. These include conference facilities and transport services.

Councils' projected loss of income from these organisations in 2020/21 is £39 million. This includes Lothian Buses, Edinburgh Trams, the Scottish Exhibition and Conference Centre and the Aberdeen Exhibition and Conference Centre.

The UK and Scottish governments have provided substantial additional funding to support the pandemic response

- Scotland has had guaranteed additional funding from the UK Government of £8.6 billion. As at February 2021, over £2 billion of Scottish Government Covid-19 support for councils had been either allocated or announced. This includes the following:
 - £800 million of non-ringfenced revenue support, including £200 million (estimated) of dedicated funding to compensate councils for loss of income
 - £267 million to support education recovery
 - £255 million to support individuals, families and communities
 - £434 million of NHS funding to be passed on to health and social care partnerships
 - £63 million of capital support for Regeneration Capital Grant Fund, Town Centres Capital Fund, School transport support and Digital Inclusion funding.
- As part of their new responsibilities resulting from the impact of the pandemic, councils have administered funding of over £1 billion under the Covid-19 Business Support Fund Grant Scheme. These grants are administered by councils on behalf of the Scottish Government, and funding is made available to councils to finance the costs incurred. Councils reported that over 106,000 applications were received for the Small Business Grant Scheme and the Retail, Hospitality and Leisure Business Grant Scheme across Scotland. Of the applications received, over 90,000 were successful with grants of over £1 billion awarded by December 2020.¹³

Covid-19 Business Support Fund Grant Scheme (December 2020)

- Total number of applications: **106,662**
- Number of grants awarded: **91,258**
- Value of grants awarded: **£1,019,526,016**

13. [Coronavirus \(COVID-19\): business support fund grant statistics - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultations-petitions/ip/2020/12/covid-19-business-support-fund-grant-statistics)

More councils added to their revenue reserves in 2019/20. Further increases may occur in 2020/21 as a result of carry-forward of late grant funding and allocations of cash from the Scottish Government

- In 2019/20, 22 councils reported increases in their revenue reserves balance (13 in 2018/19), with a net increase of £65 million (or three per cent) across all councils. Reserves play an important role in effective financial management. They provide a working balance to smooth out uneven cashflows, protect against the financial impact of unexpected events, and enable funds to be built up for known future commitments. With continued uncertainty around available funding and additional costs resulting from Covid-19, increases in revenue reserve balances may help councils to deal with short-term cash-flow challenges in 2020/21.
- Some elements of funding announced by the Scottish Government in late 2020/21 may need to be carried forward by some councils. This, along with late allocations of cash that are unlikely to be spent before the year-end, is likely to have an impact on councils' year-end reserves. Although an increase in revenue reserves would provide some additional flexibility for councils at a time of significant financial challenges, this is more likely to reflect the timing and nature of funding allocated rather than favourable financial positions resulting from strategic decisions made by councils. Late funding carried forward from 2020/21 is also likely to be earmarked for specific purposes rather than being available for general use. It is important that councils continue to recognise the sustainability challenges of using reserves to fund recurring expenditure, particularly as the impact and challenges of Covid-19 continue to develop.

COSLA is working closely with the Scottish Government to obtain additional financial support for councils

- Discussions continue around an additional package of spending powers and financial flexibility that the Scottish Government claims could be worth up to £600 million for councils. This figure would apply if all councils were able to use all the new flexibilities, but COSLA does not consider this to be a likely scenario. Councils will need to consider the increased costs that may arise in future years and the impact that Covid-19 may have on some areas, for example expected capital receipts. The additional spending powers being discussed apply to Covid-19-related pressures only and to the years 2020/21 and 2021/22 and include:
 - enabling the use of capital receipts to meet one-off revenue funding pressures, including Covid-19 related costs
 - extending debt repayment periods over the life of the asset rather than the contract period
 - allowing councils to take a repayment holiday in either 2020/21 or 2021/22 to defer internal loan fund repayments.
- The Scottish Government has also provided flexibility in its guidance on how councils use specific education and early learning and childcare funding. This includes Pupil Equity Funding and deploying early learning and childcare funding flexibly to deliver critical services for children and families. The extent of how these individual flexibilities may be used by each council is as yet unclear. Each council will need to consider the flexibilities available and decide how funding is used. This may depend on the extent of unavoidable commitments already made, for example in early learning contract commitments to parents.

The total net cost of Covid-19 in 2020/21 will be challenging for councils but is likely to be managed through savings, use of reserves and additional funding provided by the Scottish Government. Nevertheless, significant uncertainty remains around future financial planning and support

The report [Local government in Scotland: Financial overview 2019/20](#) estimated that funding announced by the Scottish Government by November 2020 would meet 60-70 per cent of the revenue cost pressures identified by councils, with total costs and funding still uncertain. Councils have taken steps to manage this position in-year through delivery of savings and use of reserves. Subsequent announcements of additional funding by the Scottish Government at the end of February 2021 indicate that the total net cost of Covid-19 in 2020/21 may now be fully covered. However, a significant element of this additional funding is non-recurring and ringfenced for specific purposes. Councils may still have cost pressures in other separate areas, including in core services, which may not be met by this specific funding. This therefore puts increased pressure on councils to identify ways to close remaining budget gaps with limited flexibility in some of the funding allocated.

Funding of councils beyond 2021/22 remains uncertain. Currently, funding is being provided incrementally, and this presents challenges for councils in planning effectively. Significant levels of grant support have been provided by the Scottish Government in 2020/21, but it is not yet clear whether this will continue in future years as the impact of the pandemic develops. COSLA anticipates that the impact on council finances will be felt for years to come, particularly in relation to recovery of income streams and collection of council tax debt. Furthermore, the flow of funding in late 2020/21 has created an additional administrative burden for the Scottish Government and councils in awarding and accepting grants and completing the related reporting requirements. This may have an adverse impact on councils' ability to respond to local needs should a large proportion of future funding come with similar conditions.

Lessons learned

The timing and nature of funding for local government is creating pressure and uncertainty for councils beyond the current financial year. Funding is being provided incrementally and the lack of certainty regarding future budgets makes effective short- and medium-term planning very difficult for councils. Covid-19 will have long-term impacts on councils and the communities that they serve. Councils are likely to require additional support to address the challenges of remobilising services, and supporting social and economic recovery. If additional funding is provided with specific conditions or is ring-fenced for specific purposes councils will then be forced to make difficult prioritisation decisions with potential negative impacts on other services. A lack of flexibility in future funding may lead to a differential impact on service delivery and exacerbate existing financial sustainability risks.

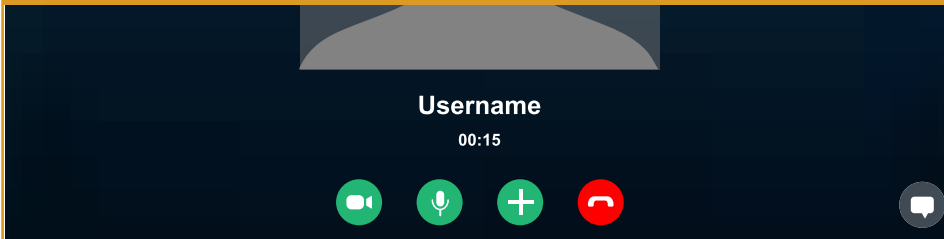
As reported in Local government in Scotland: Challenges and performance 2018, services such as planning, cultural services, environmental health and roads have borne the brunt of service cuts in recent years. The trend has been one of larger reductions to relatively smaller service areas with no change in real terms to social care and education spending. The increased financial constraints created by Covid-19 are likely to create a further risk to recovery should smaller services face further cuts. This will adversely affect councils' ability to provide importance services that people and communities rely on.

Councils made swift changes to governance arrangements

- Councils moved quickly to a revised/suspended schedule of meetings. Many councils held only meetings dealing with urgent business, while some councils maintained other committees. Several councils established a Covid-19 committee, which was helpful in providing key information and updates in relation to council business during the pandemic.
- Some councils have since moved to virtual committee meetings, while others have operated blended or socially distanced meetings. There was some initial inconsistency in how councils made decisions, with some establishing 'emergency' or 'special' committees to take key decisions that would otherwise have been taken by other committees, and others delegating key decisions to senior officers. All 32 councils now have arrangements in place for remote meetings and are not relying on delegation to officers or emergency committees to the extent seen early in the pandemic.
- The Improvement Service notes in its November 2020 paper ['Transitioning to the new normal: Political Governance'](#) that around half of councils are now livestreaming meetings or allowing members of the public to participate. Many of the councils that do not currently livestream or allow the public to participate are exploring options for doing so. Microsoft Teams is the most popular platform, and some councils are using it in conjunction with other technology. Although not in breach of the provisions in the Coronavirus (Scotland) Act 2020, a lack of public participation restricts the openness and transparency of decision-making.
- The new governance arrangements introduced by councils have created greater flexibility and safer conditions for officers, elected members, and the public. However, councils will be required to decide on the longer-term sustainability of these arrangements. Some feedback gathered by the Improvement Service notes that remote meetings are taking longer and need additional support staff to facilitate them, placing greater strain on resources. Councils will face difficult decisions in resourcing governance arrangements that are flexible and safe but that also enable effective scrutiny and decision-making.

Case study 18

Aberdeenshire Council



Aberdeenshire Council was able to ensure minimal disruption to democratic processes from the beginning of the pandemic as it already had the technology in place.

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This enabled a smooth transition to virtual meetings by Skype and remote working – ahead of other councils.

One committee meeting was postponed, but otherwise all council meetings continued as scheduled. The council produced guidance for elected members, chairs, committee officers and board members to ensure proceedings ran as smoothly as possible. Guidance was also available to help the public understand how meetings would be conducted and recorded, and how they could participate in meetings and access those recordings.

Lessons learned

Councils have reacted well to the changing environment and have acted quickly to implement new governance arrangements that are safe and flexible. Although delegation to officers and emergency committees was undertaken at some councils in the early stages, it is welcome that all 32 councils now have arrangements in place to support remote meetings. It is likely that the requirement for remote meetings will continue for some time, therefore all councils should ensure that public participation is facilitated as soon as possible to provide openness and transparency in decision-making.

The pandemic created significant challenges for councils in financial planning and reporting

- There was inconsistency in the pace at which councils prepared financial updates during the initial response phase of the pandemic. Early monitoring of councils' websites found limited reporting of financial considerations. A few councils prepared detailed financial analysis papers in the early months of the pandemic, but most were slower to make this information available to the public. There has since been an improvement in the pace at which councils are providing financial updates, but the cost projections and assumptions included remain uncertain as the situation continues to develop.

Councils will need to revise their medium-term financial plans. The wide range of financial and service demand pressures councils faced before the pandemic still exist, alongside a new set of future challenges created by the pandemic. These include restarting services and dealing with backlogs, developing new services and strategies to address the long-term harm caused to communities by the pandemic. In 2019/20, auditors reported greater uncertainty in current financial planning arrangements at councils due to Covid-19. Medium-term financial plans will now need to be revised by all councils to consider additional financial pressures and updated funding arrangements, as well as updated savings requirements and financial assumptions.

- The strategic uncertainties around Scotland's public finances and fiscal plans may also create challenges for councils in updating their own financial plans. Prioritising services such as the NHS may have an adverse impact on local government funding levels. In the [Local government in Scotland: Financial overview 2019/20](#), we reported that between 2013/14 and 2019/20, local government funding underwent a larger reduction than the rest of the Scottish Government budget over the same period. The Scottish Government will have to make difficult fiscal decisions in response to the pandemic and this may exacerbate the financial uncertainty challenge for councils.
- The differential impact of Covid-19 on some groups and communities has implications for the Scottish Government's approach to the distribution of funding. It needs to be targeted to those most in need. As reported in the [Local government in Scotland: Financial overview 2017/18](#), we recognise that a review of funding distribution is difficult in times of reduced budgets and financial challenges, as there will inevitably be some councils that end up with smaller allocations of funding, putting further strain on already tight budgets. Nevertheless, as the effects of the Covid-19 pandemic develop it is increasingly important that the Scottish Government and COSLA assure themselves that the funding formula remains fit for purpose.

Case study 19

Inverclyde Council



Inverclyde Council prepared a 'Covid-19 Financial Considerations' paper in late March 2020.

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This paper was used to highlight the financial pressures and supports relating to Covid-19 and to seek delegated powers where required to release funding. All councils are now preparing regular Covid-19 related financial updates for elected members and the public.

Lessons learned

Councils' medium-term financial plans will need to be updated to reflect the significant financial impact of the Covid-19 pandemic. Although considerable challenge and uncertainty still exists, it is important that councils have a plan in place that identifies medium-term impacts so that steps can be taken to manage risk and plan effectively. Good medium-term financial planning, based on modelling various future scenarios and focusing on clear priorities, is more important now than ever.

Local government in Scotland: Overview 2021

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Equality and Diversity Framework 2021-2025 – Further Information

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 That Committee approves the actions described in response to the concerns raised by the Edinburgh Access Panel and other groups at its April 2021 meeting.
- 1.2 That Committee notes the Council’s response to the Scottish Government’s questionnaire as part of the second stage of its review into the effectiveness of the Public Sector Equality Duty (PSED) in Scotland. The questionnaire provided public bodies with the opportunity to shape the way ahead. The deadline for submission fell outwith the Council’s Committee timeframe and so was submitted with approval by the Executive Director of Corporate Services.

Stephen S. Moir
Executive Director of Corporate Services

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Equality and Diversity Framework 2021-2025 – Further Information

2. Executive Summary

- 2.1. The new Equality and Diversity Framework 2021-2025 was considered by Policy and Sustainability in April 2021. This paper meets the Committee's requirement for an additional report to demonstrate how the concerns raised by the Edinburgh Access Panel and other groups about accessibility and citizen involvement in decision making would be addressed through a suitable action plan or existing work plans.
- 2.2. This paper provides further information on the Integrated Impact Assessment (IIA) process, summarises the Council's approach to consultation and engagement and describes how the effective use of these will address the issues raised.

3. Background

- 3.1. The new Equality and Diversity Framework 2021-2025 was considered by Policy and Sustainability in April 2021. Committee noted with concern the comments and statements made from Edinburgh Access Panel and other groups in relation to the *inclusive communities* and *accessing facilities and support* themes and consistent use and application of IIAs and agreed that an additional report within 3 cycles be provided to Committee demonstrating how these aspects would be addressed through a suitable action plan or existing work plans.
- 3.2. This report addresses the Committee's requirement for an additional report which outlines the processes in place to assess the impact of plans and strategies on accessibility through the IIA process, and to support citizen involvement in decision making.

4. Main report

Integrated Impact Assessments

- 4.1. 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.
- 4.2. The IIA is an integral part of the Council's decision-making process, enabling it to identify and address any unintended consequences of its decisions. The scope of potential impacts includes equalities and diversity, human rights, the environment and the economy.
- 4.3. The process involves gathering relevant data and evidence about the needs and experiences of people with protected characteristics and those vulnerable to experiencing poverty and ill health in the context of the work being considered. Evidence from a wide range of sources may be used, including published research, data on service uptake and inclusive engagement.
- 4.4. The evidence is circulated in advance to the individuals who will take part in the scoping meeting. Attendees are generally Council officers, with colleagues from other agencies invited where appropriate.
- 4.5. At this meeting, the group considers the evidence and thinks critically about how the proposal will meet the needs of and impact on different groups of people including those with protected characteristics and impact on human rights, sustainability and the environment.
- 4.6. The group may consider that further evidence is needed before making recommendations, in which case, the IIA will be marked as interim, and further evidence commissioned. This might include further data and perspectives from key organisations representing the interests of groups who may be impacted by the proposal.

Supporting citizen involvement in decision making

- 4.7. The Equality and Rights Network (EaRN), funded by The City of Edinburgh Council and NHS Lothian, played a significant part in developing the Equality and Diversity Framework 2021-2025 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. In collaboration with partners across Lothian, the consultation was promoted more widely with specific groups such as the Gypsy and Traveller Forum and the Coalition of Independent Living.
- 4.8. Council officers will continue to approach the appropriate key stakeholder groups to seek their input and feedback on proposals which are relevant to them.

- 4.9. The four-year framework is intended to be flexible and adaptable to emerging priorities. Priority outcomes have been set for year one, with further engagement needed to agree priorities for subsequent years.
- 4.10. To reinforce the commitment to effective consultation, the Council has introduced a new Consultation Policy which strengthens the management and control of consultation activity, and action to show how views sought have influenced decisions.
- 4.11. The Consultation Policy was approved by Policy and Sustainability in April 2021, however given that the Council was still operating in accordance with the Government's Covid-19 strategic framework and associated restrictions, it was agreed in that report that the policy would come into effect on 1 August 2021. As part of this new approach, the Council has established an officer Consultation Advisory Panel which will review all high-assessed consultations evaluating them against good practice standards and supporting teams across the council to ensure a continuously improving and consistent council approach to consultation.
- 4.12. To implement the policy successfully, externally accredited training will be provided to colleagues to build competency in the delivery of consultation projects and prioritised for those best positioned to upskill other colleagues through a mentoring role. This type of training enables officers to rely on established and accepted standards which provide good and comprehensive skills.
- 4.13. One of the benefits of the policy is anticipated to be increased effectiveness in the use of the feedback gathered through consultations, including the potential impact of proposals on protected characteristic groups for use in the IIA process.

Continuous Improvement

- 4.14. Effective use of the IIA process will allow any disconnect between proposed actions and strategies and the stated objectives of the Equalities Framework to be identified and addressed, for example, through mitigating actions or changes to proposals. This can be supported through staff training, as noted above, as well as Elected Member scrutiny through the committee process.
- 4.15. The IIA process was considered in 2020 as part of an internal audit of the Council's Policy Management Framework. This process led to a number of actions being taken to raise awareness of the requirements among all policy developers, revising the policy template to improve clarity and improving links to guidance and sources of support.

Review of the effectiveness of the Public Sector Equality Duty (PSED) in Scotland

- 4.16. As part of the second stage of its review into the effectiveness of the Public Sector Equality Duty (PSED) in Scotland, the Scottish Government issued a questionnaire to public bodies, seeking views on a range of proposals for improvement.

- 4.17. The deadline for submission was outwith the Council's Committee timeframe and so was submitted with approval from the Executive Director of Corporate Services.
- 4.18. The Council's response is attached as an appendix to this report. The key principles which underpin the response are to align and streamline the range of requirements on public bodies; provide a national source of expert support, similar to that provided by the Improvement Service to support implementation of the Fairer Scotland Duty to help to build knowledge and share good practice; and the need to be mindful of the capacity and skills requirements of officers in public bodies.

5. Next Steps

- 5.1. As noted, the IIA provides a mechanism for identifying any adverse impacts of proposed measures, plans and strategies. Increased emphasis will be given in training to the need to ensure that the evidence gathered to support the scoping meeting is sufficient, that it includes the views of service users and citizens as appropriate, and that where further evidence is required, an interim IIA can be produced until such the additional evidence becomes available.
- 5.2. The IIA learning and development provided will also alert participants to the evidence which will be provided through the implementation of the Council's new Consultation Policy.

6. Financial Impact

- 6.1. The financial implications contained within this report related to the Corporate Learning and Development budget provision to support the roll out of the Council's Consultation Policy. The funds necessary to support the implementation of this approach have been identified and committed as part of the Human Resources Division's plan for the allocation of the Corporate Learning and Development Budget in 2021/22 and the following two financial years.

7. Stakeholder/Community Impact

- 7.1 The actions described in this report are designed to further ensure that the views and needs of residents are taken into account in the Council's decision-making process.

8. Background reading/external references

- 8.1. [Equality and Diversity Framework 2021-25](#)

9. Appendices

- 9.1. Appendix 1 - Review of the Operation of Public Sector Equality Duty (PSED) in Scotland – Response by the City of Edinburgh Council

**Review of the Operation of Public Sector Equality Duty (PSED) in Scotland –
Response from the City of Edinburgh Council**

Introduction:

As you may be aware, as per commitments by Scottish Ministers work has been progressing on the review of the effectiveness of the PSED regime in Scotland. Work to date has included intensive programme of engagement with equality stakeholders and duty bearers to understand which aspects of the PSED were working well, and where improvement was required. Whilst substantive work was reduced in order to respond to the pandemic thinking continued and following a meeting with Ministers the decision was taken to recommence the review via a two-stage process.

A stage one report, setting out the learning from the engagement programme, reflection of equality mainstreaming over COVID-19 pandemic and key improvement proposals was [published on 24 March 2021](#).

Stage two – this stage – will now involve a programme of further engagement and consultation to progress the areas of focus identified in the stage one report. This questionnaire is a key part of this process and will provide an opportunity for you as duty bearers to shape the way ahead. We would therefore invite you to consider the proposals and questions that follow and to provide your answers by Friday 20th August.

Thank you for your support to the review.

IMPROVEMENT PROPOSAL 1	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Making better use of evidence and data	<p>Links across many of the regulations including:</p> <ul style="list-style-type: none"> - Regulation 5 – assessing and reviewing policy and practices; - Regulation 6 – gather and use employee information. <p>Key part of mainstreaming strategy and a Scottish Government equality outcome.</p>	<p>The Scottish Government in conjunction with key stakeholders are in the process of establishing an Equality Data Improvement Programme (EDIP) which will be designed to improve and strengthen data on the protected equality characteristics collected and utilised across the public sector. This programme will run for the next 18 months, to late 2022. We intend to use the Equality Data Improvement Programme to drive and co-ordinate improvement in this area.</p>

Questions:

- 1.1 In your view, which elements of the proposed programme are most important for driving improvement?
- 1.2 Are you aware of other public sector equality networks that this programme could link with?
- 1.3 Are there any additional actions, outwith the EDIP, that you believe would improve the quality of and use of evidence and data?

Answers:

- 1.1 We recognise the challenges outlined in the stage one report around the collection and effective use of equalities data, arising at least in part, from uncertainty about the purpose of asking, and what the data are used for (this applies to those asking for the information and those being asked). Compelling evidence of effective use of analysis to bring about improvement is therefore crucial.
- 1.2 There are several elements of the proposed programme which are important:
 - First phase: the consideration of both quantitative and qualitative evidence – both are crucial; inclusion of intersectionality; understanding the barriers to equality data collection, and, related to these barriers, the development of case studies which will illustrate the effective use of equalities data to inform policy change.

- Second phase: widening the scope to include socioeconomic disadvantage and human rights, in addition to the nine protected characteristics. While this is described as an option, it would be valuable to consider these as part of the same data collection/use process. This could help to address some of the challenges described in later questions.
- A useful starting point for this group would be to streamline data collection sets so that all public sector organisations mirror the Scottish Census questions

1.3 The Scottish Councils Equalities Network (SCEN) and Society of Personnel Directors in Scotland (SPDS) Equalities Sub-Group would be valuable resources.

1.4 For this and other topics in this survey, we suggest that a resource and support similar to The Improvement Service’s Fairer Scotland Duty resources and knowledge hub, providing a “go to” person and peer networking.

IMPROVEMENT PROPOSAL 2	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Strengthening participatory policy making: hearing lived experience	<p>Links across many of the regulations including:</p> <ul style="list-style-type: none"> - Regulation 4 – publish equality outcomes and report progress; - Regulation 5 – assessing and reviewing policy and practices. <p>Key part of mainstreaming strategy and a Scottish Government equality outcome.</p>	<p>Regulation 4 (setting equality outcomes) states that listed bodies “must take reasonable steps to involve persons who share a relevant protected characteristic and any person who appears to the authority to represent the interests of those persons.” Regulation 5 (assessing and reviewing policies and practices) states: “In making the assessment, a listed authority must consider relevant evidence relating to persons who share a relevant protected characteristic (including any received from those persons)”.</p>

Questions:

- 2.1** How can the SSD regime be used to strengthen participatory policy making and ensure lived experience is central within the policy making process?
- 2.2** Are these current requirements are sufficient to ensure evidence of lived experience is taken into account in developing equality outcomes and/or impact assessments?
- 2.3** If not, what additional steps could achieve this intention?

Answers:

2.1 We recognise and already respond to the need for policy makers and practitioners to engage with those groups of people that the policies are intended to support, as evidenced by the work of the Edinburgh Poverty Commission and their successor group, End Poverty Edinburgh.

Policy and decision makers may have little or no experience or understanding of the experiences and challenges faced by the people they are designing strategies for. The solutions may, therefore, be ineffective, at best.

The SSD regime provides the opportunity to become a tool for promoting and validating people's lived experience to inform better policy. As above, this could be done by building in opportunities to identify good practice and shared learning. It is crucial that the involvement of people is authentic and meaningful. Opportunities for public sectors to share and reflect honestly on their process – and supportive scrutiny – may be helpful here.

2.2 and 2.3 The requirements are clear, and there is broad acknowledgment that while there are limitations with the current system, there are also opportunities too, including the NACWG recommendations, Social Renewal Advisory Board, and the 2020 Programme for Government.

As noted above, and in the stage one report, the development of outcomes through effective and meaningful involvement needs to be supported through learning and development opportunities.

IMPROVEMENT PROPOSAL 3	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Improving the links between equality and human rights frameworks	Key aspect of equality and human rights mainstreaming strategy	The Scottish Government recognises the strong links between current equality and human rights frameworks and is committed to building a more integrated approach towards embedding equality and human rights in policy and delivering for the people of Scotland. While this is outwith the scope of the SSD regime, we will be using the equality and human rights mainstreaming strategy to drive improvement in this area.

Questions:

- 3.1** We would welcome your views on how the links between equality and human rights frameworks can be better understood across the public sector in order to support public bodies to better integrate equality and human rights into their business.
- 3.2** We would welcome your view on how the intended new statutory framework for human rights can align with and fully support delivery of the public sector equality duty?

Answers:

3.1 and 3.2

Understanding and the operationalising of these frameworks would be improved by simplifying and consolidating the frameworks as much as possible for use by public bodies (and others) i.e. for operational and strategic purposes.

We recognise that equalities and human rights are distinct in their origins and in legislation, and the need for these distinctions to be retained.

However, for people/roles within public sectors who need to understand and engage with these agendas so that they can become mainstreamed (i.e. so that it becomes everyone's job to consider equalities and human rights), it would be helpful to consolidate them into a single framework for operational and strategic purposes.

For example, The City of Edinburgh Council Integrated Impact Assessment (IIA, shared with NHS Lothian, East, Mid and West Lothian) includes protected characteristic groups, groups of people vulnerable to falling into poverty, equality and human rights, economic and environmental impacts. The IIA forms a crucial part of policy making, and the integrated process ensures that all of these aspects are considered together.

Effectiveness in practice could be improved through training, knowledge exchange etc, but the principle of a single process is worth considering.

IMPROVEMENT PROPOSAL 4	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Strengthening leadership and resourcing	Key aspect of equality and human rights mainstreaming strategy	The Scottish Government recognises the importance to strengthen leadership and adequate resourcing on equality across the public sector. While no regulatory changes are envisaged for this improvement proposal, we would welcome views on how this could be better achieved.

Questions:

4.1 Do you agree with the position that this is best achieved through routes other than regulatory change?

4.2 If so, then what do you feel is needed?

Answers:

4.1 We agree that strengthening leadership does not require regulatory change and that a clearer alignment of equality and human rights and streamlined frameworks to support mainstreaming (as above for Q3) would be helpful. Strong leadership needs to be supported by processes which are as clear and straightforward as possible, with an emphasis on meaningful change and culture rather than compliance.

4.2 Resourcing is needed: staff within the organisation with the expert skills, capability and capacity to support colleagues to mainstream both human rights and equalities.

As noted earlier, a resource modelled on the Improvement Service's support for the Fairer Scotland Duty would also be valuable.

IMPROVEMENT PROPOSAL 5	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Reducing bureaucracy	Links across many of the regulations, but mainly relevant including: <ul style="list-style-type: none"> - Regulation 3 - report progress on mainstreaming the equality duty; - Regulation 4 - publish equality outcomes and report progress. 	The Scottish Government is keen to consider ways in which to enhance the regime in ways that lessen burden, and support public authorities to get the best possible value out of their engagement with the regime in a way that prioritises delivering meaningful outcomes and impacts rather than processes.

Questions:

5.1 What do you feel drives the feeling of the bureaucracy of the SSD regime?

5.2 What would be the best method of reducing the bureaucracy of the regime while ensuring the regime still prioritises meaningful outcomes and impacts?

Answers:

5.1 The feeling of bureaucracy is related to both the scale of the challenge in *making a difference* (i.e. meeting the requirements) as well as being able to *demonstrate* the change – as the stage one report stated, “the regime drives collation, not improvement”. Without effective mainstreaming, where people recognise their role in equalities and human rights, people will see this agenda is part of a process rather than a way of working and thinking this is exacerbated by having equalities and human rights as separate agendas.

5.2

- Clarity and consistency of requirements (e.g. developing and reporting outcomes) with examples and case studies where possible.
- Clear and aligned requirements for human rights and equalities, and resources to support an integrated approach.
- A robust evidence base to help (locally and nationally) to understand what the priorities for action are, what works in bringing about improvement and what difference is being made.
- Resources and capacity to support staff training, helping people to see the relevance to their roles.
- Support at national level – a “go to” for materials, advice, knowledge exchange.
- Flexibility of reporting requirements to allow public bodies to align their strategic planning and reporting to incorporate equalities and human rights

IMPROVEMENT PROPOSAL 6	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Increasing clarity re: coverage, proportionality, and process	Relevant across most regulations.	One of the aims of the Scottish Government's review of the operation of the PSED is to increase the clarity of the SSD regime, particularly around coverage, proportionality and process.
<p>Questions:</p> <p>6.1 How could the clarity of the regime be improved?</p> <p>6.2 How could the proportionality of the regime be regime be improved?</p>		
<p>Answers:</p> <p>6.1 and 6.2 This is covered in 5.2 above</p>		
<p>Questions:</p> <p>6.3 How can smaller listed authorities be supported to meet the duties under the SSDs?</p> <p>6.4 How could the process for adding new bodies to the Regulations be improved?</p> <p>6.5 Would consolidating all previous sets of regulations into one new set improve the clarity of the regime?</p>		
<p>Answers:</p> <p>6.3 Smaller local authorities could be supported through the introduction of a dedicated national resource (as described above) – this would also benefit larger authorities who are under different but also challenging resource pressures.</p> <p>6.4 The process could be improved by ensuring that any new bodies identified have: clarity of purpose, strongly aligned frameworks, simplified processes and flexible reporting requirements and a well-resourced “go to” for support</p> <p>6.5 Yes - consolidating, simplifying and aligning regulations and requirements would be invaluable.</p>		

IMPROVEMENT PROPOSAL 7	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Improving support and capacity building & improving the understanding of and approach to mainstreaming	Relevant across most regulations	The Scottish Government is keen to work with stakeholders improve support and capacity building under the PSED regime, including improving the understanding of and approach to mainstreaming.
<p>Questions:</p> <p>7.1 How could the guidance (and access to guidance) on SSD compliance be improved? What would you like to see in any new or revised guidance?</p> <p>7.2 In addition to written guidance what approaches would you consider effective to develop the skills, knowledge and practice of duty bearers?</p> <p>7.3 How can revised guidance be best developed to ensure that it fully meets the needs of all parties?</p>		
<p>Answers:</p> <p>7.1 It would be helpful for guidance to include examples of best practice; for optional templates to be provided; briefing notes on guidance for users and elected members and to have the full set of documents available on the “go to” support body’s website (see 1.3 above) – or another well publicised site.</p> <p>7.2 Webinars; training and tutorial videos which can be used on local learning platforms; dedicated and appropriately skilled support officers (which has resource implications for both capacity and training requirements).</p> <p>7.3 This could be done through workshops with groups such as the Scottish Council Equality Network input.</p>		

IMPROVEMENT PROPOSAL 8	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Improving the cohesiveness of the regime	Relevant across most regulations	The SSD regime should be seen as a suite of interconnected duties which collectively help public authorities to better perform the PSED.
<p>Question:</p> <p>8.1 Can this be improved through mechanisms such as guidance or other means, or do the regulations need strengthened in this respect?</p>		
<p>Answer:</p> <p>8.1 We believe that with revised guidance, a “go to” expert resource and sufficient capacity within the organisation, improvement will be possible.</p>		

IMPROVEMENT PROPOSAL 9	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Consider new approaches to outcome setting, including the setting of shared outcomes	Regulation 4 - publish equality outcomes and report progress.	n/a
<p>Question:</p> <p>9.1 Do you support the principle of shared outcomes? In your view, how they would be set and implemented; and how could an improved regulatory regime support this?</p>		
<p>Answer:</p> <p>9.1 Nationally defined outcomes may be relevant (this would need to be tested e.g. through consultation and engagement) and if so, they should be embedded within or aligned to the national performance outcomes.</p> <p>The Scottish Government could play a valuable role, as conveyed by the EHRC, in sharing evidence of priority inequalities to be tackled through outcomes in specific sectors and working collaboratively to shape them. However, the need for ongoing, locally determined outcomes is clear – local factors and circumstances are likely to differ across Scotland.</p> <p>At both national and local level, guidance and approaches need to be forward-looking, improvement-focused and evidence-based elements of the duties need to be emphasised. We believe that this can be achieved through clear guidance and support through a national-level comprehensive support as outlined earlier. Similarly, a regulatory regime which supports collaboration, learning and sharing of best practice across all public bodies would be helpful.</p>		

IMPROVEMENT PROPOSAL 10	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Support the gathering, use and reporting of a wider range of employee data	<p>Regulation 6 – Duty to gather and use employee information</p> <p>Regulation 7 – Duty to publish gender pay gap information</p> <p>Regulation 8 – Duty to publish statements on equal pay etc.</p> <p>New regulations also required.</p>	In their manifesto, the SNP committed to expanding “the specific duties that require a listed public authority to publish gender pay gap information to disability and ethnicity reporting and ensure these are included within equal pay statements.

Questions:

- 10.1** Could the regulation on “gathering and using” employee information be strengthened?
- 10.2** Is there anything we have learned from practice and compliance with the existing regulation on gender pay gap reporting that we can apply to proposed new duties on ethnicity and disability pay gap reporting?
- 10.3** How can we ensure that pay gap reporting is carried out in a consistent way across the public sector, so that different methods are not used and reports are easier to compare?

Answers:

- 10.1** We do not believe that this regulation needs to be strengthened – the requirement is clear. We already publish the gender pay gap and through our programme to strengthen and increase the collection of employee protected characteristic data, have this year published some data on by disability and ethnicity. There is further work to be done, but we believe that we are on track.
- 10.2** Colleagues can question the relevance of certain characteristics to the job that they do (e.g. religion, sexual orientation) and so ongoing efforts and case studies which illustrate how data were used to bring about tangible change would be helpful. It will be important for colleagues to understand that it will take time to change e.g. gender balance in management.
- Including the reporting in the Local Government Benchmarking Framework would be a helpful way of bringing consistency in categorisation and definition where this has been problematic (e.g. gender/sex).
 - The formula needs to be clear and consistently applied e.g. whether overtime, working time payments are included.

- Data protection requirements are relevant here in small authorities and training/resources could helpfully cover that. There can also be challenges to the validity of statistics in small organisations. These challenges could be effectively addressed inclusion in the LGBF.

IMPROVEMENT PROPOSAL 11	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
More effectively leverage purchasing power in procurement processes	Regulation 9 - Duty to consider award criteria and conditions in relation to public procurement	n/a

Question:

11.1 How could Regulation 9 be better aligned with the procurement process to advance equality at every stage of the procurement process, including the use of award criteria and tender specifications, to encourage employers to focus on increasing opportunities for people with one or more of the protected characteristics?

Answer:

- Significant further elaboration of this legislation from a procurement perspective may not be necessary – it does need to be fleshed out but this may be more appropriate for Scottish Procurement Policy Notes ([SPPN's](#)) to avoid any legislative conflicts.
- The referenced regulations are out of date.
- “Due regard” for the award criteria: in practice the award criteria are quite far down the line of the process – the element of Equalities could be expanded to tying in with Route to Market & Specification Development as well as award criteria.
- The Reasoning for decision making in these areas could be recorded in both the strategy and the award report (para 83 of 2015 regulations).
- The tone is around what the authority can do to consider the Equality Duty rather than on what the authority can do to influence/facilitate better returns from the supply market which will be responsible for achieving the outcomes.
- Section 3 – further elaboration on “proportionate” and “not be related to” would be helpful although again this is more an area for SPPNs.
- It may be helpful to consider whether the approach is to be the same for Services/Works/Supply

IMPROVEMENT PROPOSAL 12	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Enhance the accessibility of PSED related publications, and consider the scope of the SSDs to advance progress on inclusive communication more generally	New regulation required and also relevant to Regulation 10 - Duty to publish in a manner that is accessible, etc.	In their manifesto, the SNP committed to using the SSD regime to “place a duty on those public bodies that communicate with the public to ensure they have accessible, inclusive communications” and developing “national guidance for public bodies on inclusive communication”.

Questions:

12.1 What would you like to see this duty achieve?

12.2 What support is required for public bodies to improve practice on inclusive communication

12.3 What are the barriers to improving inclusive communication within the public sector?

Answers:

12.1 Clear and accessible communications are central to the equalities and human rights agendas. Among the benefits are increased engagement from groups to develop outcomes, priorities and to reflect on progress and challenges.

12.2

- Awareness raising (of the scope and purpose) and training are needed throughout organisations, as well as targeted training.
- The support needed/helpful would include updated guidance on how to produce accessible documents, training, webinars, tutorial videos which can be used on Council learning platforms; best practice examples.
- Translation services and BSL would also be required and clarity around reasonable adjustments (this is already a general duty) for community languages

12.3 The main barriers are:

- Potentially an embedded and mainstreamed awareness of requirements and support to develop the skills needed to support improvements.
- Staff capacity (time to undertake any training necessary and changing current ways of working).
- Potentially a lack of scrutiny of this aspect of the duties

IMPROVEMENT PROPOSAL 13	RELEVANT TO WHICH REGULATION(S) AND/OR WORK STRAND	INFORMATION
Explore how best to use the duties relating to Scottish Ministers	<p>Regulation 6A - Use of member information</p> <p>Regulation 11 - Duty to consider other matters</p> <p>Regulation 12 - Duty of the Scottish Ministers to publish proposals to enable better performance</p>	n/a
<p>Question: 13.1 How could the duties under regulations 6A, 11 and 12 be strengthened and/or improved?</p>		
<p>Answer:</p> <p>13.1 Regarding Regulation 6A, there is a risk that the protected characteristics of board members could unintentionally be disclosed due to the small numbers of people who sit on such boards.</p> <p>As noted in the stage one report, there can be a disconnect between the gathering of data and the setting of outcomes, which in itself can create unintended consequences that go against the spirit of the legislation. Accordingly, greater consideration of the purpose of gathering the data of board members, what benefits it brings to an understanding of equalities and what can be done to ensure that this information is not disclosed.</p> <p>The purpose or intention of Regulation 11 is not clear, given it is an unspecified clause in the legislation.</p> <p>For Regulation 12, for there to be value in obliging Scottish Ministers to publish proposals for activity to enable a listed authority to better perform the equality duty at regular intervals, there needs to be the opportunity for these authorities to engage collaboratively in the cycle of developing proposals, implementing, reflecting and learning. Resource implications i.e. skilled staff must also be understood and supported</p>		

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Policy and Sustainability Committee

10:00am, Tuesday, 5 October 2021

2030 Climate Strategy

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 It is recommended that the Committee:
 - 1.1.1 Notes the summary of consultation hub and engagement insights in appendix 1;
 - 1.1.2 Notes that further detailed feedback – particularly in relation to implementation actions and commitments - was received from a number of key partners towards the end of the consultation and agrees that appropriate time is taken to reflect on, and take account of, these contributions within the final strategy documents;
 - 1.1.3 Agree the high-level priorities for the Draft Strategy as outlined in the report and the priority council actions identified in paragraph 4.16 to; support community capacity building and citizen engagement, private owner occupier retrofit, community energy generation and business transition;
 - 1.1.4 Agree a budget allocation of £50,000 as seed funding for the Edinburgh CAN B 'Business for Good' support programme and network and £50,000 for the development of a Community Climate Forum to support community and citizen climate engagement and activity;
 - 1.1.5 Agree the approach to governance outlined in the report; and note that this will be recommended to the Edinburgh Partnership Board at their next meeting; and
 - 1.1.6 Notes that the draft Climate Strategy will take account of the outcomes reached during COP26 and will be published after consideration by the Policy and Sustainability Committee on 30 November 2021.

Paul Lawrence

Executive Director of Place

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2030 Climate Strategy

2. Executive Summary

- 2.1 This report summarises the latest wave of the strategy development process and, includes the views of around 920 residents and other stakeholders who took part in the Council's online survey, submitted a letter, or participated in one of the virtual focus groups held over the summer on the draft Climate Strategy.
- 2.2 The Strategy consultation closed on 12 September and significant numbers of responses were received right up to the closing date. While the appendix provides a summary of the consultation hub and focus group feedback, it has not been possible to analyse the detailed partner responses received by letter in time for committee. This work is underway.
- 2.3 Across the consultation and engagement process there has been overwhelming support for the Strategy's aims and vision. The Strategy's actions were also broadly welcomed, indicating support for not just what the Strategy aims to do, but also how it proposes to take action.
- 2.4 Respondents appreciated the depth and breadth of the Strategy as reflective of the complex and systemic nature of the climate challenge. However, there was a general desire to see more prioritisation alongside that breadth; reflecting city data and evidence.
- 2.5 City partners responses have been detailed and positive, with all partners committing to actively collaborate in key areas and many committing both resources and in-kind activity as part of the implementation plan. However, the depth of the responses received meant that a detailed analysis was not possible in time for committee and could not be meaningfully taken on board in the strategy documents.
- 2.6 As such, this report:
 - 2.6.1 provides an opportunity for committee to reflect on the consultation survey and focus group findings;
 - 2.6.2 focuses on agreeing the areas of relative high level priority within the Strategy;
 - 2.6.3 identifies some of the key actions aimed at progressing these issues and;
and
 - 2.6.4 proposes new and significant strategic actions for the Council to adopt.

- 2.7 In addition, it is clear that there will be outcomes from COP26 that it will be desirable to take account of within the Strategy. For example, there may be some policy shifts around the place and accounting of Scope 3 ¹emissions that will need to be considered.
- 2.8 As such, and to allow this to happen, this paper proposes that the final strategy and implementation plan is considered by Committee on 30 November.
- 2.9 This approach ensures that momentum on addressing the climate emergency can be maintained through the partnership and collaboration already underway and the further commitments made in this report while the documents and the detail of the Strategy implementation plan is refined to take account of COP26 outcomes and the detailed partner feedback we have received.
- 2.10 It should be noted that this means the Policy and Sustainability Committee on the 30 November will consider the Draft Climate Strategy; the Council Emissions Reduction Plan and its implementation plan and the annual public performance information (PBCCD for the Council; 2030 target for the City).

3. Background

- 3.1 While consultation on the Draft Climate Strategy took place over the summer of 2021, the Council has been engaging on climate-related issues with residents and other stakeholders for a number of years.
- 3.2 The Edinburgh Talks Climate Report summarised the views of more than 2,000 residents of all ages and backgrounds who were directly involved in the Edinburgh Talks Climate Survey, our online Dialogue and communications campaign, a series of focus groups, and the city's first Youth Summit on Climate Change.
- 3.3 Those views informed the creation of a Draft Climate Strategy, in addition to ongoing partnership working with the Edinburgh Climate Commission and the Council's strategic partners.
- 3.4 This report summarises the latest wave of consultation responses and engagement feedback on the Draft Climate Strategy.

4. Main report

Overview of consultation findings

- 4.1 Appendix 1 provides an analysis of responses made to the consultation hub and engagement focus groups.
- 4.2 Throughout the consultation and engagement process, the vision, principles and actions for the Strategy were strongly supported.

¹ Scope three emissions are emissions that occur out with the city boundary, as a result of activities such as purchasing which take place within the city.

- 4.3 There was tension around the scope of the Strategy, with some believing it was too ambitious, that radical change by the 2030 deadline could not be achieved, and others believing the Strategy did not go far enough or fast enough to reflect the climate emergency. At the same time, respondents noted that the covid pandemic had revealed how quickly and effectively all partners could act on emergency issues.
- 4.4 Confidence in the Strategy will be further enhanced by demonstrating links to national programmes, international commitments, support from partners, detailed plans when these are available, and the through the rapid and successful execution of pilot projects.
- 4.5 Overall, participants felt that the Council had received permission to act and needed to move any conversation from “whether we should act” to “how we act together”.
- 4.6 Each city partner took the opportunity to provide detail on how they were contributing to addressing climate action as an organisation and also how they would be contributing to and supporting the progress of the city Strategy. Further detailed analysis of the substantial responses made by city partners could not be undertaken in time for this report but is underway.
- 4.7 As a result of partner contributions throughout the summer consultation process, key areas of the Strategy will be significantly strengthened including shared data (especially public health data) collation to underpin decision making; academic support to the city partnerships; public procurement activity; adaptation; biodiversity; circular economy, skills and education provision; the role of food growing and food security and support for business transition and community climate action and citizen engagement.

Prioritisation

- 4.8 The Draft Climate Strategy has 52 Actions across seven thematic chapters which are currently being unpacked into a detailed implementation plan. Some of these actions will also be reviewed in light of consultation and there are likely to be several new commitments made.
- 4.9 While this breadth and depth of document has been welcomed as necessary to address the whole system challenge of climate change, respondents noted that there is also a need to ensure the Strategy and city partner action is sufficiently focused on the most impactful actions contributing to the net zero target.
- 4.10 In response, this paper clarifies seven strategic priorities from within the wider Draft Climate Strategy which have been and will continue to be at the forefront of partner collaboration and action.

Strategy priorities and key new commitments

- 4.11 These priority actions are based on three things;
- 4.11.1 what the evidence tells us;
 - 4.11.2 ongoing engagement with and feedback from partners; and
 - 4.11.3 analysis of the most impactful strategic interventions within these areas.

- 4.12 The evidence² tells us that there are two top sources of emissions in the city; emissions from heat and energy in homes and buildings, and emissions from transport. As such, these are relative priorities within the plan.
- 4.13 Evidence also tells us that climate impact on the city damages the economy; damages people's lives and costs the city money. As such adaptation and mitigation is a priority area for action within Edinburgh.
- 4.14 Engagement with citizens, businesses and the Climate Commission has highlighted that a green recovery from Covid will be essential for securing a sustainable and fair future for the city.
- 4.15 Finally, two systemic issues underpin and enable action to address climate change; capacity within and support from citizens and communities and; strong investible business case proposals that are multifaceted and focus on improving local communities as part of a place-based approach to meeting citizens' needs.
- 4.16 Reviewing this evidence and feedback, the strategy will give high priority to the following seven areas of work. For brevity, the wider strategies and plans included in the Strategy such as the City Plan, and the City Mobility Plan are not repeated here with the list instead focusing on specific impactful actions and new actions for approval by committee, where the council has a lead or key role to play:

Priority 1 - Unlocking and accelerating energy efficiency in homes and buildings by:

- 4.16.1 Convening a new energy efficient public building partnership to outline a collective programme of investment in public buildings but also to identify joint place-based business cases with shared resources.
- 4.16.2 The Council committing to convene with the Scottish Futures Trust, a meeting of key financial investment and delivery organisations with a view to develop a new mechanism and business case by Summer 2022 to provide an end to end affordable solution for the retrofit of privately-owned homes.

Priority 2 - Enabling the development of a citywide programme of heat and energy generation and distribution infrastructure by:

- 4.16.3 Bringing together the key public land-owning organisations; utility companies and expert organisations to form a strategic partnership tasked with developing a city heat and energy masterplan and consequent pipeline of proposals with the BioQuarter and the South East Edinburgh being an exemplar.
- 4.16.4 Working with Energy for Edinburgh to bring forward business case proposals for community energy generation schemes; supported by a dedicated Council resource. *(It should be noted that to progress this work into delivery will require commitment of Council funds as part of the future budget process, or additional resource from other sources).*

² Achieving Net zero in the city of Edinburgh' PCAN/ECCI

Priority 3- Accelerating the decarbonisation of public transport by:

- 4.16.5 Working in partnership with Lothian Buses to develop a costed plan to decarbonise their bus fleet by 2023, following the delivery of two strategic large vehicle pilots (EV and Hydrogen).
- 4.16.6 Developing a plan to maximise opportunities for shared public service charging hubs at strategic points in the city.

Priority 4 - Renewing the focus on climate resilience and accelerating adaptation of the city by:

- 4.16.7 Developing a costed climate change risk assessment for the city and a new city adaptation plan by 2022/23.
- 4.16.8 Renewing the city adaptation partnerships to develop a pipeline of joint priority investment proposals for adapting the city and working with City Region Deal partners to develop regional approaches to adaptation. Regional Partners are working with Adaptation Scotland to scope a potential business case looking at a climate risk assessment, including funding and identifying delivery options.

Priority 5 - Supporting citizen empowerment, behaviour change and community activism by

- 4.16.9 Supporting the development of an Edinburgh Community Climate Forum sponsored by the Council and delivered independently by EVOC and Our Future Edinburgh³. The Committee is asked to agree a budget allocation of £50,000 as seed funding for this network and support infrastructure.
- 4.16.10 Launching a series of public awareness raising and information campaigns and the delivery of targeted toolkits aimed at citizens and community groups following publication of the strategy.

Priority 6 - Supporting Business Transition and the green economy by:

- 4.16.11 Establishing a business led Economic Just Transition Forum to convene the city's business community to provide leadership on the economic just transition to a net zero city.
- 4.16.12 Supporting the launch of a new Business for Good programme through Edinburgh CAN B⁴ to provide practical support and training for businesses across the city to transition to net zero. The Committee is asked to agree a budget allocation of £50k as seed funding for this network and support infrastructure.

³ [Our Future Edinburgh](#) is an alliance of communities and groups based in the Edinburgh and Lothians. Established in 2021, it brings people together to collaborate on securing a just and equitable climate and nature transition.

⁴ Edinburgh CAN B was launched in January 2021 as one of seven international cities affiliated to the global Cities CAN B (CCB) movement - <http://www.citiescanb.org>. The group is backed by Edinburgh Chamber of Commerce, Napier University, Scotland CAN B and a growing membership of 22 people, including representatives from business, public and third sector organisations. Members aim to engage citizens, businesses, and anchor institutions in Edinburgh in delivering actions in line with local and global efforts towards achieving the UN Sustainable Development Goals."

- 4.16.13 By collaborating with regional partners to develop and deliver the action and implementation plans for the [Regional Prosperity Framework](#) which aims to provide the basis for economic recovery post-pandemic and provide future direction for major projects and investment that support inclusive growth and transition to a net zero economy over the next 20 years.

Priority 7 - Collaborating to develop a citywide programme/pipeline of green investment proposals to address the above

- 4.16.14 By developing the city governance to establish key partnership above to report into a new Climate Strategy Investment Programme Board responsible for developing a green investment programme for the city.

Ongoing Draft Climate Strategy Development

- 4.17 In the ongoing work to develop the final strategy documents, and to reflect what is being heard from the consultation and engagement process, the following issues will also be addressed; public health and academic data development and use; enhancing Edinburgh's natural assets including biodiversity; working with education and empowering young people; development of the skills pipeline; scope 3 emissions and public procurement; circular economy in both business and infrastructure; collaboration with national and regional partners to drive change.
- 4.18 The final draft of the 2030 Climate Strategy will be supported by an implementation plan detailing deliverables, milestones, timescales, resources, and approach to measuring outcomes and impact. This will be brought to Committee alongside the final draft of the strategy on 30 November 2021.
- 4.19 Appendix 2 is an excerpt of the Draft Climate Strategy Plan that elected members will receive in November. It provides detailed milestones for the delivery of the actions outlined in this report and a summary of the partners involved in delivery. It also provides a summary of the budgets so far committed and it identifies funding opportunities which will be explored to further support delivery. Further cost based information will be sought and provided following business case development and/or clarification from partners in respect of their own budgets and any associated cost analysis.

Governance

- 4.20 The 2030 Climate Strategy is for the whole City and although the Council needs to take a leading role, the purpose of the strategy is to facilitate and unlock collaboration and collective action at speed and scale to deliver a net zero city.
- 4.21 Delivering on the Strategy will require a collective decision-making space. Council officers have been challenged on this particular point by elected members and the Edinburgh Climate Commission. Prospective private partners also seek reassurance that the city will have a mechanism for efficient joint decision making.
- 4.22 With this in mind, the objectives of a new approach to city governance are to deliver:

- 4.22.1 A greater focus on city-wide climate delivery leadership;
- 4.22.2 A body to monitor and drive priority partnership work;
- 4.22.3 A focus on partners' strategic investment, infrastructure and funding opportunities; and
- 4.22.4 The co-ordination, alignment and consolidation of priority investment workstreams within the Strategy to create a Green Investment Plan.

- 4.23 The proposal utilises the existing governance structures established within the Edinburgh Partnership to provide general collective oversight of the Climate Strategy delivery and appropriate workstreams. In addition, it is proposed to create a new Climate Strategy Infrastructure Investment Programme Board which will be supported by five priority thematic partnerships and will report annually to the Edinburgh Partnership Board.
- 4.24 EVOC, working with Our Future Edinburgh and The Edinburgh Association of Community Councils will establish a Community Climate Forum to provide a point of interaction and information for *and with* communities on all aspects of climate action; building capacity and networks of community activity.

Edinburgh Partnership Board

- 4.25 All aspects of the Climate Strategy related to the delivery of the Local Outcome Improvement Plan (LOIP) such as 20 minute neighbourhoods, investing in local green space, community empowerment and mapping the skills for future generations will be taken forward through the work of the LOIP delivery group and directly overseen by the Edinburgh Partnership Board which is chaired by the Leader of the Council. This reflects the recent expansion of theme three 'a good place to live' to include public health and climate objectives.

Climate Strategy Infrastructure Investment Programme Board

- 4.26 Building on the experience of the City Region Deal, there is a desire to create a new and additional space where senior budget holders and operational leads can show collective leadership and joint action on Climate Change by delivering a place based investment strategy targeting the priority infrastructure needs of the city.
- 4.27 It is envisaged that partners will be more likely to buy into and work with a newly created group with clear objectives and a defined focus.
- 4.28 The Programme Board would:
- 4.28.1 provide city wide leadership in creating a green, clean and sustainable future for the City;
 - 4.28.2 be a city-wide body where investment and infrastructure proposals could be considered, aligned and agreed resulting in a Green Investment Plan;
 - 4.28.3 provide a space for collective decision making to ensure that investment needs and delivery opportunities were aligned;
 - 4.28.4 ensure economies of scale and opportunities of scale and place-making are being achieved; and

4.28.5 oversee and drive delivery of the Thematic Partnerships.

- 4.29 The Programme Board would be accountable to the Edinburgh Partnership Board.
- 4.30 The Programme Board's membership would need to be at a significant senior level with the decision-making authority to commit their organisation (subject to their own organisational governance) to the investment proposals considered. For the Council this would be the Executive Director of Place although the Scheme of Delegation would be unchanged as would the need for committee approval where appropriate.
- 4.33 Full membership will need further consideration but initial core members of the Programme Board would be:
- 4.30.1 City of Edinburgh Council;
 - 4.30.2 NHS Lothian;
 - 4.30.3 Edinburgh University;
 - 4.30.4 Scottish Power Energy Network;
 - 4.30.5 Scottish Gas; and
 - 4.30.6 Scottish Water.

Thematic Partnerships

- 4.34 The Climate Strategy Infrastructure Investment Programme Board would sit above five new/enhanced thematic partnerships where officers - empowered by their organisations - would work together, sharing knowledge, identifying opportunities for collaboration and proposing strategic investment and place-based projects to the programme board thereby creating a green investment pipeline of projects for the city.
- 4.35 These workstreams (listed below) require a partnership approach and a new independent governance structure has an increased chance of greater joint ownership, collaboration and co-production than the inclusion of partners in Council structures.
- 4.35.1 Adaptation;
 - 4.35.2 City Heat and Energy Partnership;
 - 4.35.3 Place Based Opportunities Board (expanded to include energy efficient public buildings);
 - 4.35.4 Transport Infrastructure; and
 - 4.35.5 Economic Just Transition.
- 4.36 This governance model does not seek to be inclusive of all the partnerships and activity being progressed in order to deliver a net zero city which will continue to drive wider climate action in the city.
- 4.37 The thematic partnerships above have been identified as priority areas of activity which need promotion and renewing (Adaptation; Place/Buildings) or where a gap

exists in city capacity and collaboration for issues that have a significant impact on our emissions footprint; (transitioning the economy, transport and heat and energy).

- 4.38 It is envisioned that the membership of the thematic partnerships would be wider than the Programme Board and would include members across the city partners contributing to the implementation plans.
- 4.39 The chair of each of the thematic partnerships would come from one of the key city partners (discussions are already underway) and they would report their proposals to the Programme Board for approval. Council officers supporting and engaging in these groups would work within policy direction set by Council committees and would bring any relevant decisions back to the Council to consider.
- 4.40 If committee is content with this outline of the overall approach to governance then officers will take forward more detailed proposals to the Edinburgh Partnership for approval and implementation.

5. Next Steps

- 5.1 In tandem with the development of a final draft of the 2030 Climate Strategy, officers are developing a supporting implementation plan detailing deliverables, milestones, timescales, resources, and approach to measuring outcomes and impact. This will be brought to Committee alongside the final draft of the strategy on 30 November 2021.

6. Financial impact

- 6.1 There are a number of immediate financial implications from this report and in particular, the additional priority action commitments members are being asked to agree. All budget implications for 2020/21 can be contained within the allocations made to support the Climate Strategy and Sustainability within this year's budget process.
- 6.2 Within this context committee members are asked to agree that:
 - 6.2.1 £50,000 is allocated as seed funding for the Edinburgh CAN B 'Business for Good' support programme and network
 - 6.2.2 £50,000 for the development of a Community Climate Forum to support community and citizen climate engagement and activity.
- 6.3 In keeping with their intended use, resources within these budget lines will also be allocated to provide a dedicated Community Energy Project Manager to scope business case proposals for community energy generation schemes (£60,000); to provide coordination and secretariat support for new partnerships (£60,000) and; to commission citizen and community group toolkits and communication (£10,000).

7. Stakeholder/Community Impact

- 7.1 An interim Integrated Impact Assessment is also being carried out, and it is envisioned further IIAs will be commissioned as appropriate as key strategic actions are taken forward.
- 7.2 Strategic Environmental Assessment processes have been initiated, with screening currently being carried out. It is not possible to say whether a full SEA will be required until screening processes have been completed and determinations received from the relevant Consultation Authorities (SEPA, HES and SNH). The strategy will remain as a final draft until SEA processes have been concluded, with any final revisions being brought to Committee for consideration in due course and as soon as practicable.

8. Background reading/external references

- 8.1 [Sustainability Approach, Corporate Policy and Strategy Committee, May 2019](#)
- 8.2 [Achieving Net-Zero in the City of Edinburgh, Policy and Sustainability Committee, October 2019](#)
- 8.3 [Council response to Edinburgh Climate Commission and Sustainability Programme Update, Policy and Sustainability Committee, July 2020](#)
- 8.4 [City Target Monitoring Approach, Policy and Sustainability Committee, April 2021](#)

9. Appendices

- 9.1 Appendix 1 – Climate Strategy Consultation Responses.
- 9.2 Appendix 2 - Excerpt from the Draft Climate Strategy Implementation Plan.

2030 Climate Strategy

Consultation Findings Report

Executive summary

Overall

- The vision, principles and actions for the strategy were broadly supported
- Leading partners from all sectors want to work with the Council to further develop the local approach to combating climate change
- There was tension around the scope of the strategy, with some believing it was too ambitious, that radical change by the 2030 deadline could not be achieved, and others believing the strategy did not go far enough or fast enough to reflect the climate emergency
- Confidence in the strategy will be further enhanced by demonstrating links to national programmes, international commitments, support from partners, detailed plans when these are available, and the through the rapid and successful execution of pilot projects
- There was concern that Edinburgh had been slow to act, despite the urging of many participants over a number of years. The covid pandemic had revealed how quickly and effectively all partners could act on emergency issues

Travel

- There was support for continued expansion of active travel networks, but concern that Edinburgh's geography would always limit uptake
- There was support for a wide range of improved public transport options in town, at city boundary transport exchanges, and into the wider city region
- The current electric vehicle charging network was felt to be insufficient to encourage rapid transition

Housing and Neighbourhoods

- There was support for a 20-minute neighbourhood approach in principle, but concerns about what this meant for the future of the city centre
- There was a view that Edinburgh's housing is too expensive, needs to be made more sustainable, and needs to have better preparation for extreme weather

Carbon Offsetting

- Carbon offsetting as a concept was controversial; participants felt it was a system open to accounting manipulations and could dis-incentivise acting on harder to reduce emissions

Incentives, Disincentives and Motivation

- There was low trust in others to behave responsibly. Participants wanted the Council to employ persuasion *and* penalties
- There was a strong belief that residents would be unwilling to give up private cars, and concern that transition to fully electric vehicles was prohibitively expensive for the majority
- There were concerns that lower income households would be unable to access grants and other benefits to enable transition behaviours, while they would be the worst affected by penalty charges associated with driving behaviour change
- Cost of making changes was felt to be the main reason stopping individual change. It was felt that more support and grant funding would be essential to help residents make transitions and improve their homes

Engagement

- There was enthusiasm for more direct democratic approaches to involve residents in decision-making, since this was seen as a potential way to cut through contentious issues
- However, participants felt that the Council had received permission to act and needed to move any conversation from “whether we should act” to “how we act together”

Background

While consultation on the strategy took place over the summer of 2021, the Council has been engaging on climate-related issues with residents and other stakeholders for a number of years.

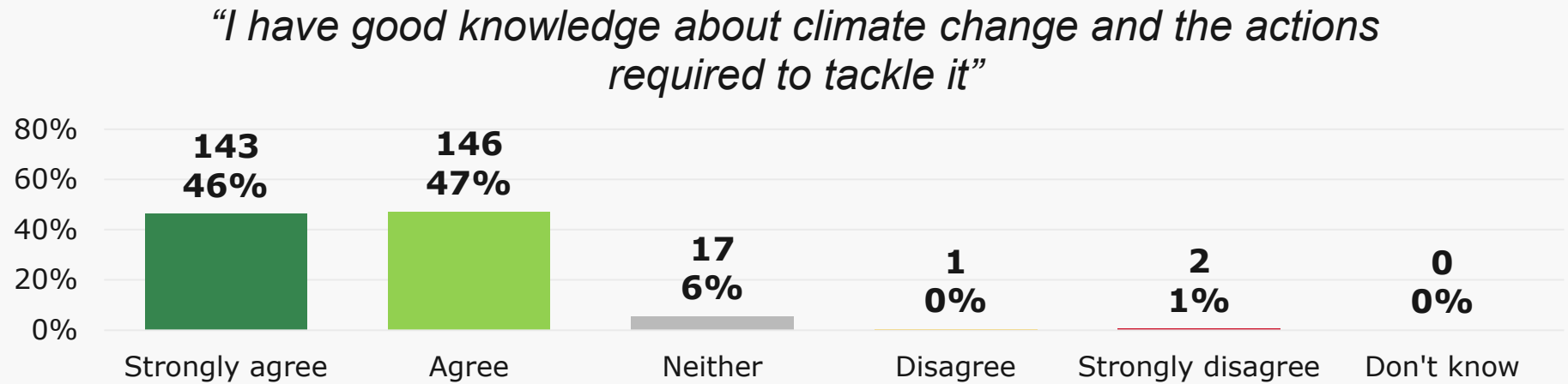
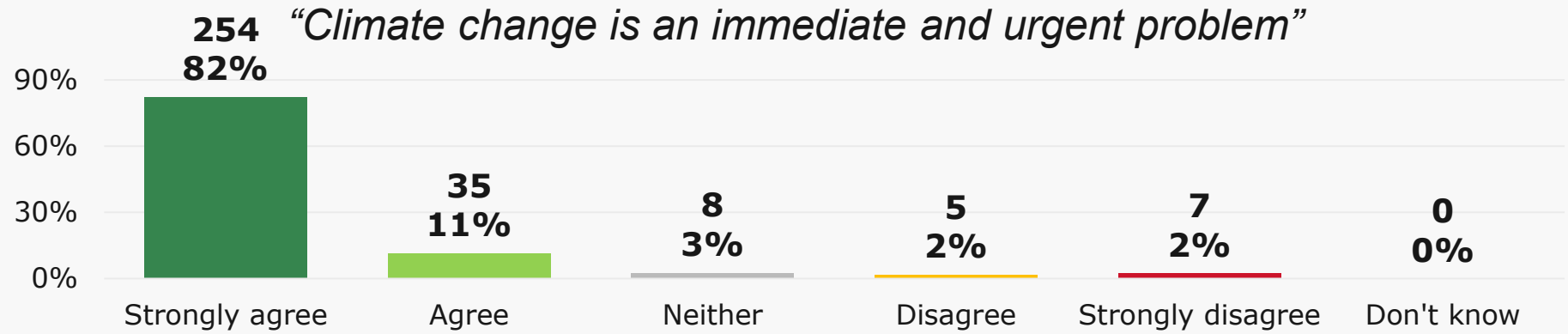
The Edinburgh Talks Climate Report summarised the views of more than 2,000 residents of all ages and backgrounds who were directly involved in the Edinburgh Talks Climate Survey, our online Dialogue and communications campaign, a series of focus groups, and the city's first Youth Summit on Climate Change.

Those views informed the creation of a draft strategy, in addition to ongoing partnership working with the Edinburgh Climate Commission and the Council's strategic partners.

This report summarises the latest wave of the strategic development process, and includes the views of around 920 residents and other stakeholders who took part in the Council's online survey (309), submitted a letter (15), or participated in one of the virtual conversations to discuss the draft strategy (~600).

Perception of climate change

- 93% of participants in the online consultation on the strategy believed that **climate change is an immediate and urgent problem**
- 93% of participants in the online consultation believed they **understood how to tackle climate change**
- These figures suggest this phase of consultation has reached an engaged and informed minority of Edinburgh who are knowledgeable about climate change
- While individuals expressed scepticism about climate change, these views were not shared by the majority of participants, or by representatives of stakeholder organisations, strategic partners and industry



Barriers to climate action

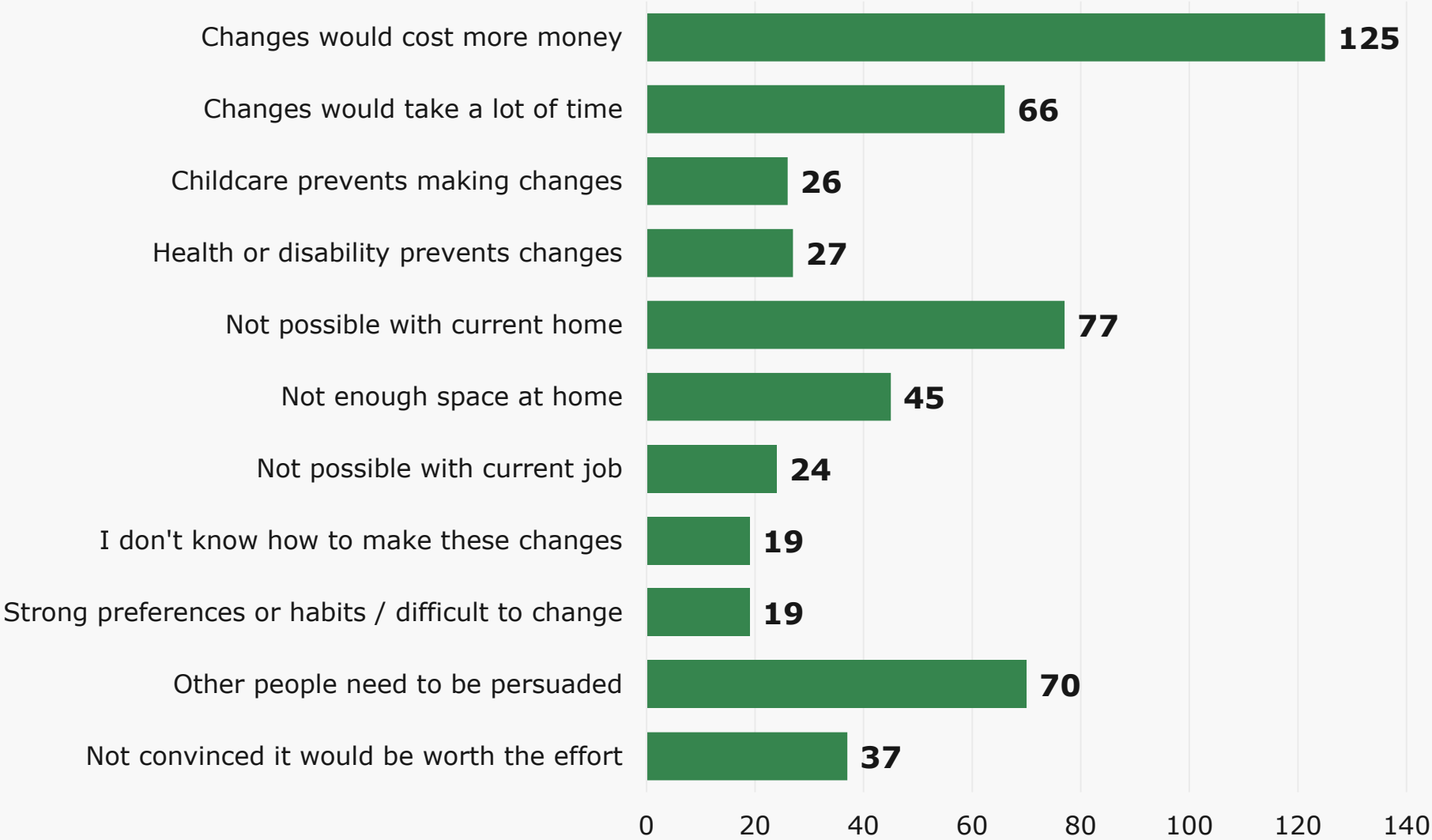
As part of this consultation and in various engagement actions previously, the Council has tried to understand the barriers to action that residents perceive. The main issues were:

- **Cost of making changes** is the most common issue, including difficulty affording large one-off purchases such as new transport and domestic heating systems, as well as ongoing costs of moving to more sustainable, but more expensive, regular behaviours
- **Current home or job make changes impossible** – e.g. conservation restrictions, and home or work not on EV charging or active travel route
- **Inconvenience and the need to persuade others** that change is a good idea

Previous surveys identified that many Edinburgh residents do not consider sustainability in their decisions and do not know how to make more sustainable choices.

While some participants stated they had exhausted their individual ability to become more sustainable, and that the Council needed to communicate what more was required, and support the implementation of these changes

“What barriers if any, would prevent or limit you from making these changes?” (Tick all that apply, answers do not sum)



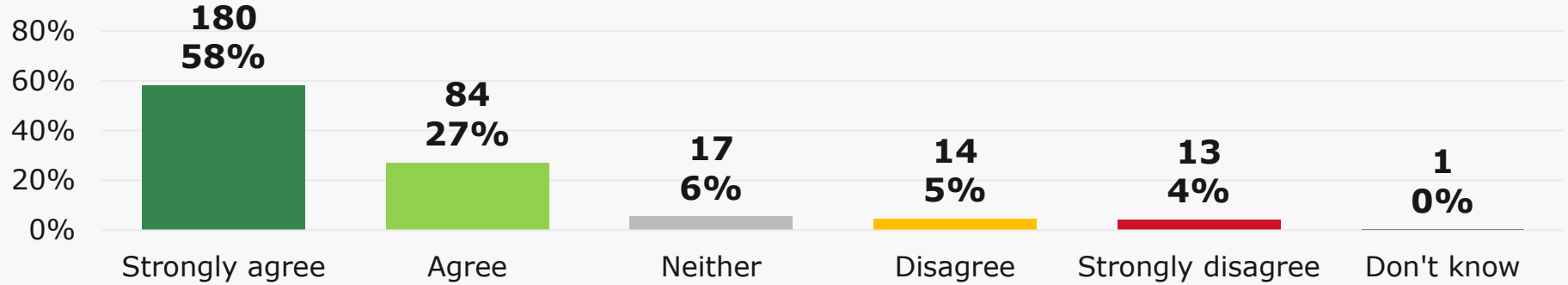
General support for the strategy

Stakeholders generally supported the strategy. In particular:

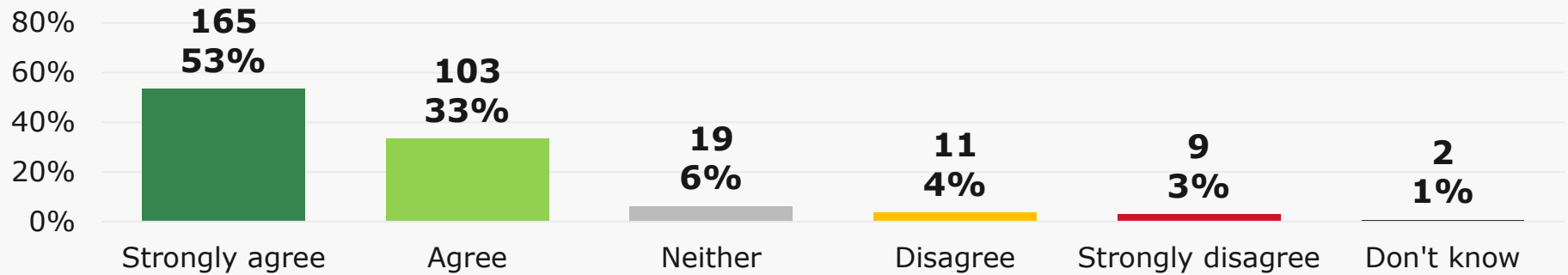
- They agreed that the vision was correct, that the strategy was aiming to achieve the right things, and was going about them in the right way; and
- The recent measures taken to combat the spread of covid-19 were proof that society could be mobilised quickly and effectively to target a threat. Stakeholders urged the Council to pursue the net zero agenda with the same urgency

“...we need to change and change fast or [we] will suffer the consequences of the climate emergency. This looks like just the start and hopefully it can gather momentum...”

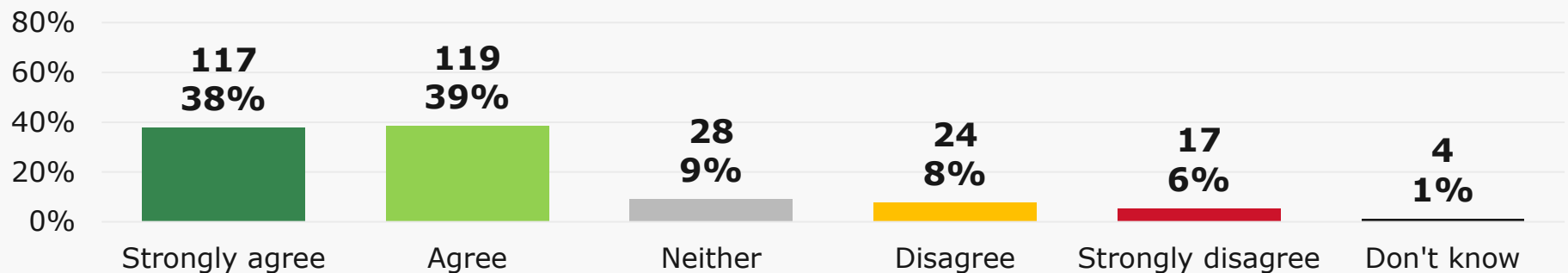
"To what extent do you agree or disagree with... the vision?"



"To what extent do you agree or disagree with... the principles?"



"To what extent do you agree or disagree with... the actions?"



General criticism of the strategy

The general criticism of the strategy fell into nine main areas:

- **Scepticism** about whether meaningful change can be achieved by the 2030 target under any circumstances. It was not clear to all participants why Edinburgh should have an accelerated timeline for being net zero in comparison to the national target of 2045;
- Concern about the **ability of the Council to manage large-scale projects**, especially politically contentious issues and infrastructure projects;
- Belief that **support and buy-in from Scottish Government was necessary** to ensure Edinburgh met its carbon target. Local actions would have greater stakeholder support if they were also obviously supported by strategic private sector partners such as energy companies;
- There was a desire to see a **delivery timetable** with information about how plans would be paid for;

- There was a desire for **the Council to be fair and tough with its own operations**, alongside concerns that high profile activities would “get a pass” on reducing their carbon impact;
- In relation to all previous points, there was concern that the plan tried to do too much and **risked splitting focus**;
- By contrast, the strategy was also criticised for **not being sufficiently ambitious** – with many suggestions covered in later parts of this report. There was little appreciation amongst participants of the speed of government decision-making processes and the time required to create, fund and implement effective solutions;
- The consultation documents were likewise criticised for including **too much information** in general – which would put off many participants, especially young people – **and not including enough information** on specific issues; and
- It was felt that the strategy should have included a **greater focus on biodiversity and green space**, which were seen as substantially within the control of local partners and residents.

Feedback from the Edinburgh Climate Commission

The Edinburgh Climate Commission is an independent group established by the Council and Edinburgh Climate Change Institute to provide expert and authoritative advice to support the city's transition to net zero emissions by 2030. In this role, the views of the Commission are especially important to the development of the Council's net zero strategy.

In summary, the Commission said:

“...the Commission welcomes the recognition and acknowledgement of the Council's important leadership role in addressing City emissions. The strategy targets the right areas of action and sets the right foundations for future action.”

- The final strategy needs to resonate more strongly as a **response to an emergency** and the Council should commit that any future investment activity should only be undertaken following a carbon impact assessment;
- **Continued engagement is essential.** Citizens must be at the heart of ongoing discussions and decision-making, while organisations must be involved and be able to understand how they can direct their efforts for maximum impact;

- Change must be **supported and led by elected members** to create the sense of urgency needed to deliver the desired outcomes within the time available;
- The Council's strategy appropriately **recognises the multiple co-benefits**, to individuals and organisations, of working to achieve net zero;
- The Commission was **supportive of Nature Climate Bonds and Community Investment Bonds**, but noted these alone would be insufficient, and advocated for the Council to work with the Scottish National Investment Bank and consider the reintroduction of Municipal Bonds to meet public investment need;
- The Council should **introduce a "net zero test"** for Council decisions, demonstrating how the fast-track decision-making processes used to respond to Covid can be applied to the climate emergency; and
- More work was necessary to **link the outcomes of the strategy to the actions proposed** and to identify contributions from specific partners.

Transport

Issues raised by participants in relation to transport were substantially similar to those included in the creation of Edinburgh's City Mobility Plan in 2018.

While action is ongoing to deliver on the plan, the feedback reflects some frustration with a perceived lack of urgency in delivery, and ongoing doubts that private car use can be substantially discouraged in Edinburgh.

These concerns were due to:

- **Relative affluence** – many residents will be able to afford any penalties; and
- **Geographic issues** – the city geography is seen as too difficult, too hilly, for active travel, especially for older people.

Encouraging Active Travel / Discouraging Car Use

- Continue to encourage active travel
- Improve transport networks to make cyclists safer and provide more cycle storage

“I wish we had an infrastructure of segregated cycle lanes connecting all parts of the city. Currently only already experienced cyclists dare to cycle in Edinburgh”

- Public transport will remain essential for many and should be prioritised to reduce private car use
- Introduce measures such as low emission zone and low traffic neighbourhoods
- Concern that penalties would disproportionately impact poorer households with fewer choices and a need to ensure a just transition for these households especially

“There are no suggestions that will support low income families to reduce car usage - by putting in additional charges those are the people that will mostly be penalised. People on higher incomes will continue to not care about using a car as they will be able to purchase an electric one”

Local and Regional Public Transport

- Enhance regional connectivity of public transport, including more park and ride at the city boundary
- Enhance options for public transport that go around the city centre rather than through
- In some areas off the network of Lothian Buses services, private car travel could be a cheaper option than public transport

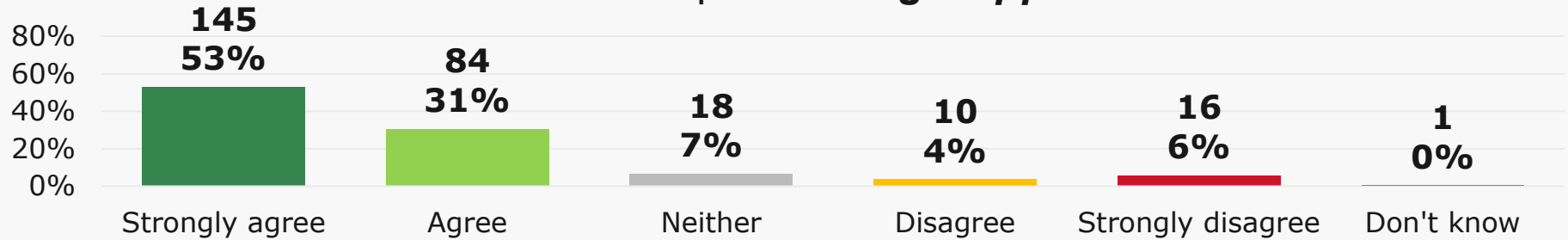
"Currently cheaper to drive as to get a bus it would cost £7 as would need to get two buses... To take train it would be around £10, as my place of work not near train station I would have to take bus part of the way... Need something like TFL's Oyster Card so train and bus/tram completely integrated."

- Improve the car sharing infrastructure to make it more convenient for residents
- "...most residents of Edinburgh don't have a car at present. Reduction of vehicles on the streets should be widely supported through expanded car sharing schemes. These are more accessible to everyone and are a better use of public space."*

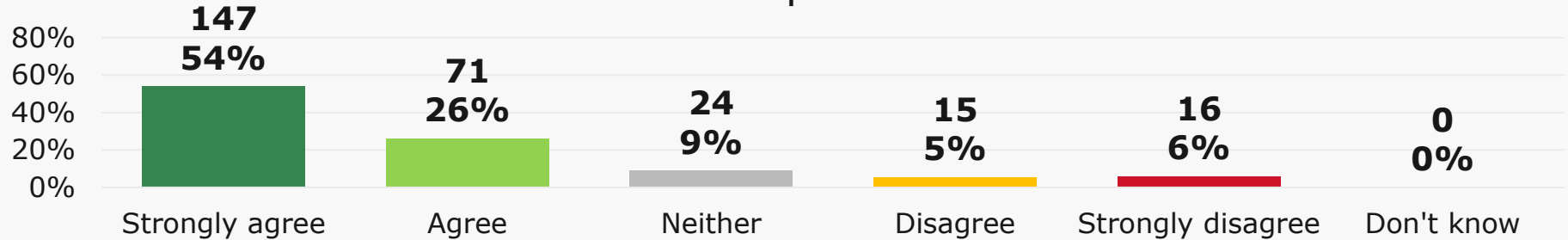
Tourism

- It was suggested that tourism should have received more attention in the strategy, given its importance to the city and country, and its carbon impact
- Participants questioned Edinburgh Airport's role in a net zero future, but noted that Scotland's economy relied heavily on international tourism

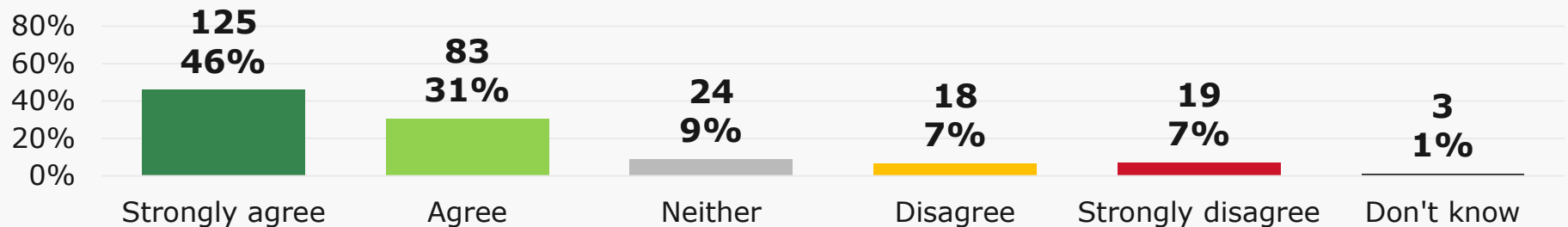
*"To what extent do you agree or disagree with the ... Net Zero Emissions Transport **strategic approach**?"*



*"To what extent do you agree or disagree with the ... Net Zero Emissions Transport **outcomes**?"*



*"To what extent do you agree or disagree with the ... Net Zero Emissions Transport **next steps**?"*



EV / Hydrogen / Hybrid

- Participants felt that a reduction in the number of cars in Edinburgh was essential
- Electric vehicles (EV) were felt to be relatively expensive, and participants highlighted potential benefits of transitioning to hybrid vehicles in the medium term
- The EV charging network in Edinburgh was viewed as insufficient to encourage widespread use at present, and it was suggested Edinburgh also needed to consider hydrogen fuel availability

“Too much emphasis on electric vehicles. Their life-cycle carbon footprint, particularly the batteries, is not as good as people think. Need to include provision for hydrogen vehicles.”

- As many alternatives to internal combustion were new, participants were concerned about the costs of backing the wrong technology

Housing, adaptations and heritage

Housing Supply and Location

- Housing in Edinburgh was felt to be relatively expensive. This forced many people who would prefer to live in Edinburgh to move elsewhere while still commuting in to the city regularly
- Those communities outside of Edinburgh, and in outlying areas of the city, were lower density neighbourhoods, less walkable, and with access to fewer public transport options

“The Council has permitted vast housing estates to be built in southern Edinburgh with little in the way of community facilities...”

“CEC needs to engage with the surrounding Councils to address the continual building of car-centric housing estates for commuters.”

Conservation Areas and Planning

- Edinburgh's housing includes many properties in conservation areas. Because of this, participants perceived some adaptations as restricted by planning controls and to be slower and more expensive than they would be outside of conservation areas
- It was asserted that planning and building standards processes in Edinburgh were slow and that the Council would struggle to deliver large numbers of adaptations in the timeframe of the strategy
- While participants valued Edinburgh's heritage and historic built environment, more guidance for residents was felt to be necessary, and there was a belief that some relaxation of planning rules for adaptations to existing buildings would be essential
- Some respondents highlight that, while the city appeared prepared to indefinitely preserve some older buildings, more modern structures like the St James Centre were demolished rather than refitted, with seemingly no consideration for carbon impact
- Participants noted that there were buildings being completed now which would not meet future sustainability standards

Microgeneration

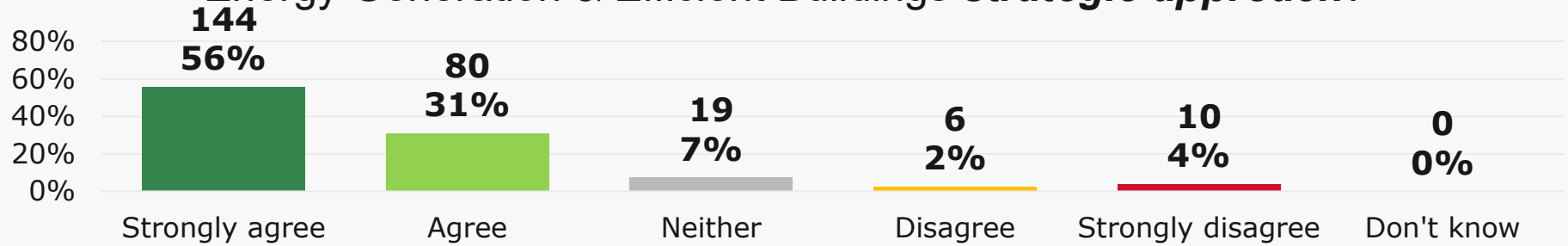
- Microgeneration of energy and moving to all-electric heating were actions seen as being too technically burdensome and unaffordable for most residents
- It was felt that the microgeneration sector could not currently deliver at scale, or rapidly increase its capacity
- Grants and support for individual households and government support for supply chains were felt to be necessary to enable significant uptake
- It was highlighted that local authorities have no easy way of understanding the network compatibility for their decarbonisation plans – and this would require partnership with energy industry bodies

Resilient Buildings

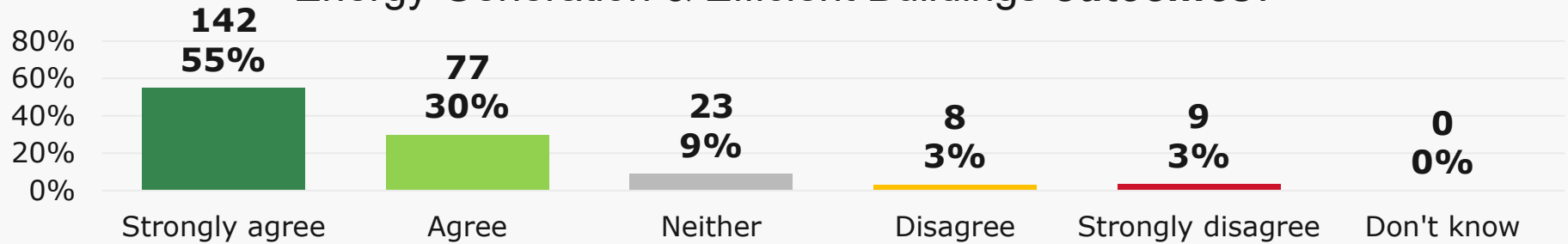
- It was felt that the strategy should focus more on climate resilience with regard to housing. Participants highlighted that Edinburgh's housing stock would need to endure more extreme weather events regardless of its energy efficiency. This included reducing the amount of non-permeable ground around buildings to prevent and minimise future flooding.

“The vision is strong for building towards net zero, but unless mitigation and adaptation are interlinked, there will be conflicts or lost opportunities. Including ‘climate resilience’ into some of the measures would strengthen this...”

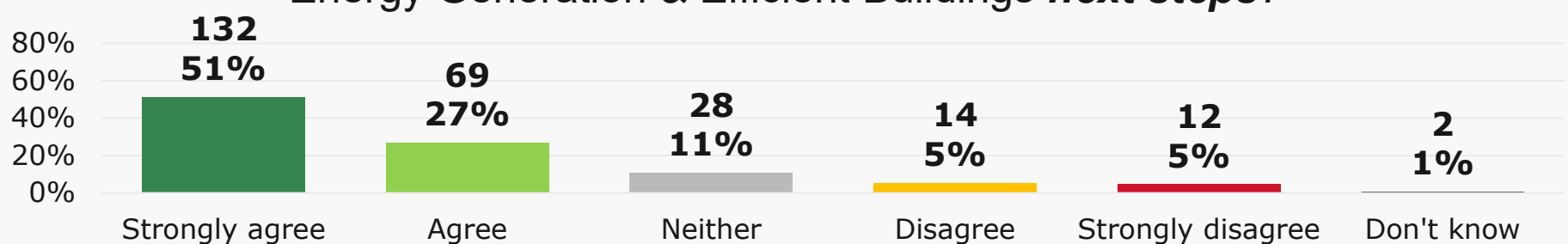
*"To what extent do you agree or disagree with the ... Net Zero Energy Generation & Efficient Buildings **strategic approach**?"*



*"To what extent do you agree or disagree with the ... Net Zero Energy Generation & Efficient Buildings **outcomes**?"*



*"To what extent do you agree or disagree with the ... Net Zero Energy Generation & Efficient Buildings **next steps**?"*



20-minute neighbourhoods

- Participants were supportive of 20-minute neighbourhoods
- More clarity was needed over exactly what a 20-minute neighbourhood should include within walking distance, and there would continue to be a need for good public transport to reach other, non-local services and facilities

“There should be explicit mention of sports and leisure facilities within the 20 min neighbourhoods. There seems to be inadequate definition of public open spaces and green areas.”

- It was observed that assumption about density of population in the Local Development Plan could be under-realised at the construction phase, and this might undermine the viability of services in these areas
- It was also felt that the city centre could be negatively impacted by a transition away from a central shopping, work and leisure area. There were concerns about the potential for a negative impact on the city’s economy and worry about many retail premises being left vacant.

Carbon offsetting and a carbon fund

- It was suggested that offsetting could lead to organisations avoiding making any changes, and this opened the process to accusations of greenwashing
- As carbon measurement was felt to be often inexact, carbon offsetting was felt to carry risks of frequent double-counting and creating perverse incentives

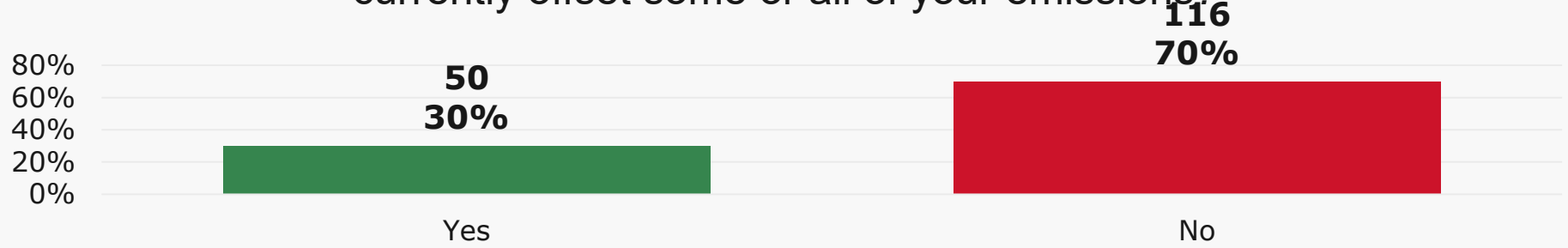
“The target of ‘net’ zero is in itself disingenuous as it does not actually create an impetus to reduce ALL emissions but rather to find ways to offset them... offsetting is ineffective and should be avoided.”

- The level at which any offsetting could occur was also controversial, with no consensus amongst participants

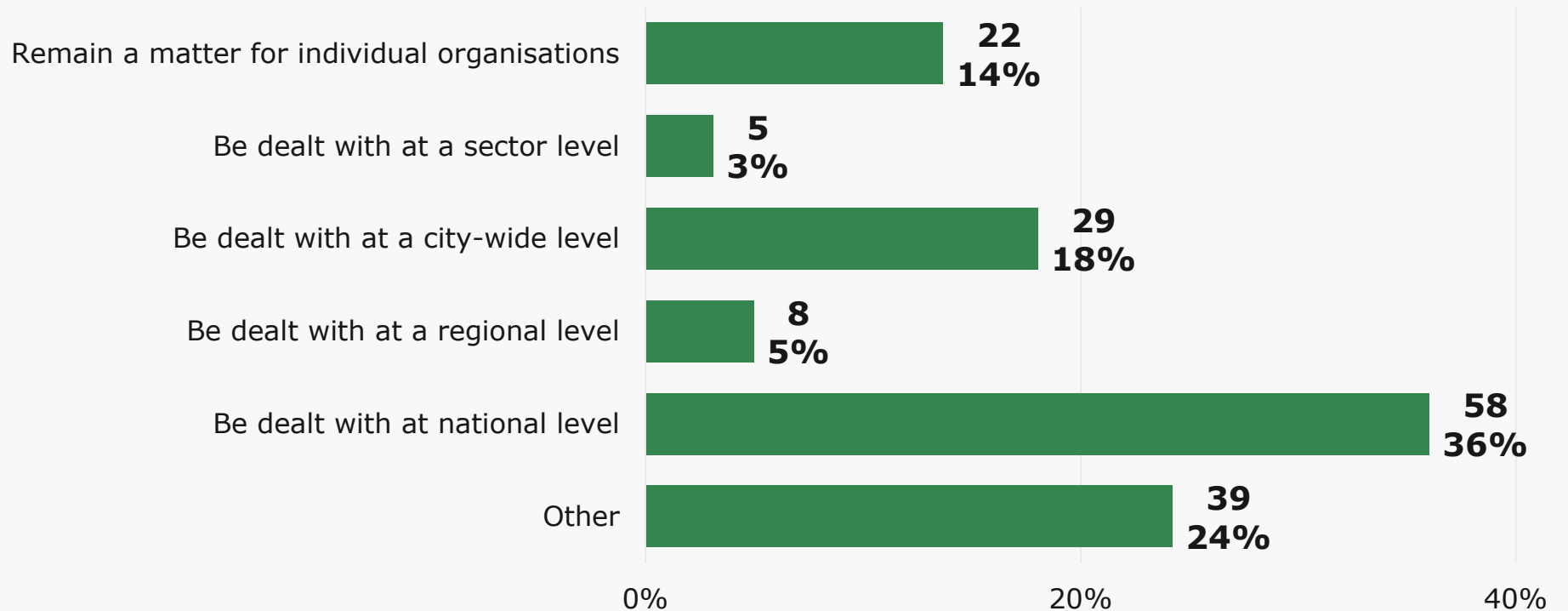
“...any offsetting needs to be short-term and kept at an individual organisational level through the provision of transparent, credible data, rather than ‘outsourced’ to city level”

- Participants would like to see plans for how a carbon fund might be used before the **any**-carbon fund was created

(All Participants) "Do you / your business / your organisation currently offset some or all of your emissions?"



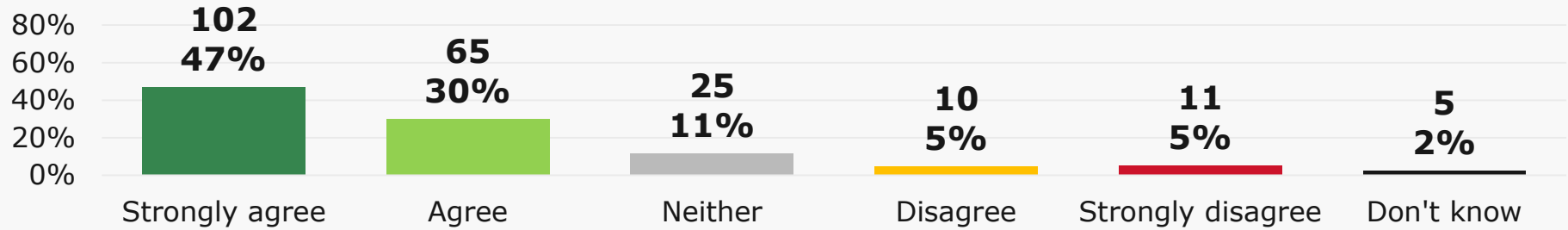
"Where should offsetting be dealt with?"



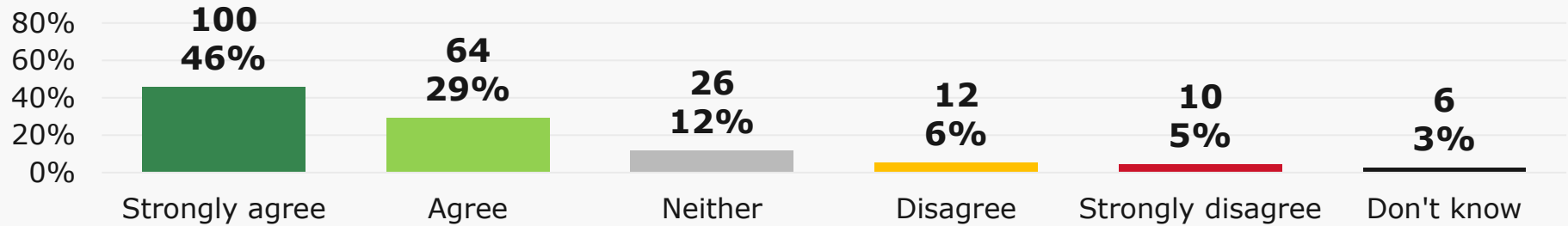
Investing in the change

- There were concerns that the impact of the global pandemic would make public sector budgets strained and that aligning these would be difficult
- It was felt that decisions on national funding streams were made at a national level, so there would be limited opportunity to influence or control locally
- Use of nature and city bonds were supported in principle, and a range of financing options was seen as essential, though participants were concerned that financial benefits should be shared fairly by Edinburgh residents
- Participants were concerned that lessons should be learned from successes in other countries, and from previous UK public and private finance partnerships which were seen as costly mistakes
- Participants called for public sector pension funds to divest from fossil fuels, but also noted that sustainable investment opportunities in Edinburgh would still need to be profitable to attract investment

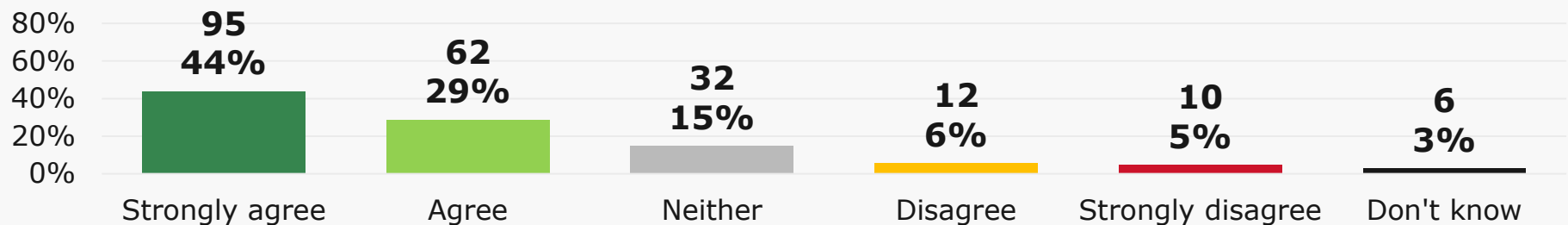
*"To what extent do you agree or disagree with the ... Investing in Change **strategic approach**?"*



*"To what extent do you agree or disagree with the ... Investing in Change **outcomes**?"*



*"To what extent do you agree or disagree with the ... Investing in Change **next steps**?"*

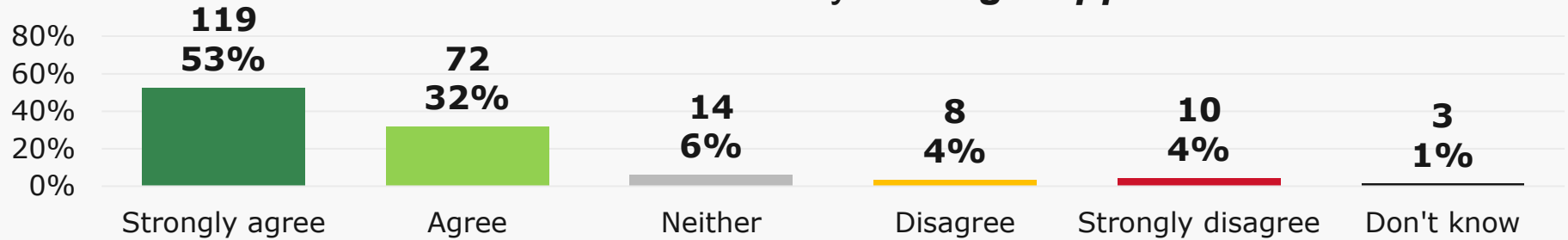


Business and skills in a net zero economy

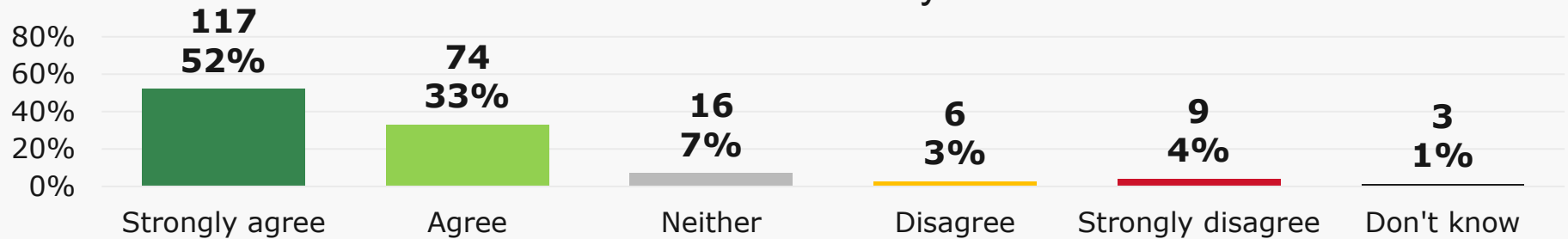
- It was felt that businesses needed more information on how they could support and invest in future programmes, and how they would be impacted by changes
‘We would expect to see more about how business will be engaged to play its part – what schemes, beyond the Compact, that would allow businesses of all sizes to play their part’
- While there were concerns that a move to net zero could place additional burdens on small businesses, this shift was also felt to offer many opportunities
- The need for rapid action to combat climate change was stressed by business, especially where there could be a long lag between policy and implementation (such as construction)
- There was support for a larger circular economy in Edinburgh, but still uncertainty about what this would mean for many sectors

- Participants felt that skills training around retrofitting current buildings should be a priority, and generally agreed that skills development through apprenticeships and education providers was essential
- It was suggested that the requirements of the strategy should be mapped to particular skills, to help identify what skills were needed at what level and by when. Some of this work was believed to already have been completed for individual sectors
- It was felt that business also had a role to play in engagement on change issues, and that businesses would be key communicators in explaining to consumers to why change was necessary and how they could benefit from change

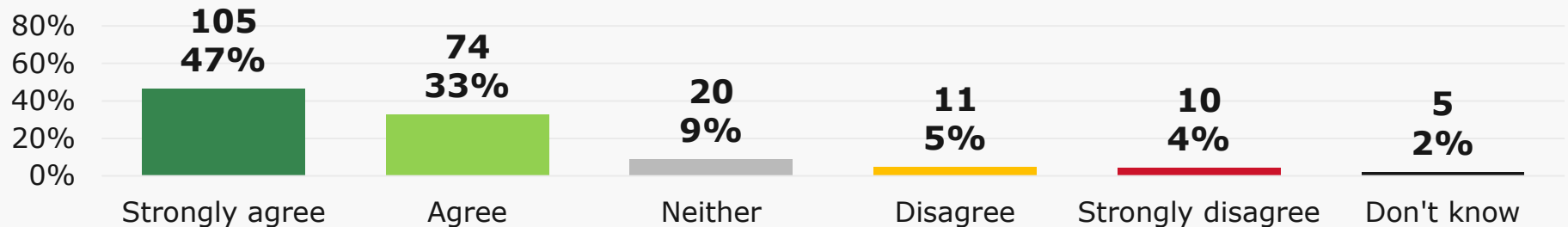
*"To what extent do you agree or disagree with the ... Business and Skills in a Net Zero Economy **strategic approach**?"*



*"To what extent do you agree or disagree with the ... Business and Skills in a Net Zero Economy **outcomes**?"*



*"To what extent do you agree or disagree with the ... Business and Skills in a Net Zero Economy **next steps**?"*



Consumption and choice

Consumerism

- Participants expressed the view that consumerism presents an ongoing challenge to sustainability, with society valuing new items, and much of what is bought is cheap and disposable
- Challenging consumerism was felt to be extremely difficult

Personal Responsibility vs Enforcement

- Participants doubted others would behave responsibly and felt there were limits to what could be achieved with programmes that only promoted and encouraged sustainable behaviours
- There was felt to be a clear need for enforcement action, but recognition that this ~~was~~ **would be** a challenge to freedoms which people had enjoyed all their lives
- There was scepticism that individual change could be delivered on a large scale and the impact of personal change could be small relative to network changes

Education and Advocacy

- Participants believed that while the language of climate change was well-recognised, most people did not make everyday decisions using information about the sustainability of their options
- Awareness of current activity in Edinburgh in relation to sustainability was felt to be low, at city and neighbourhood level. Finding out what was happening in a neighbourhood was reported as being difficult for new residents
- Raising awareness of activity was felt to be important to help drive further engagement and action by residents and businesses
- There was a desire for more information about factors within individual control – including food miles and the energy efficiency rating of homes.

Enabling Sustainable Choice

- It was felt that the Council could play a role in helping to deliver infrastructure that would allow individuals to make choices based on their own circumstances – such as energy networks and transport infrastructure
- There was concerns that attempts to limit individual choices through charges and penalties risked disproportionate impacts which people would consider unfair

Engaging and empowering citizens

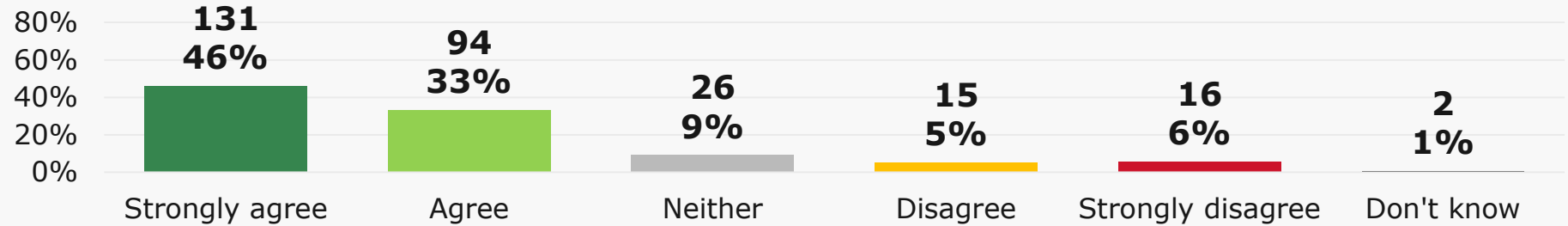
Participants had a range of suggestions for how citizens could be engaged:

- **Holding city-wide referenda** on very important decisions;
- Presenting options and giving control to local communities through a **participatory budgeting approach**;
- **Creating citizen assemblies** to look at problems or problem areas and select an appropriate solution;
- Providing **more hands-on, personal experience of change projects** to make communities more aware and informed about the nature and reasons for change.

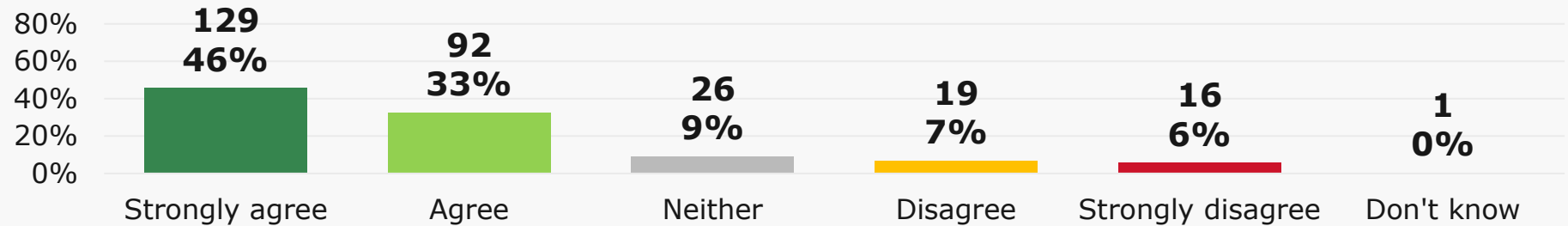
There was a recognition that young people had played an important role in progressing the climate change conversation and their involvement going forward was important.

Education, engagement through schools, and engagement in communities were all felt to be important components of working with young people, but participants also felt delays between strategic engagement and visible action would make sustained engagement with this group especially challenging.

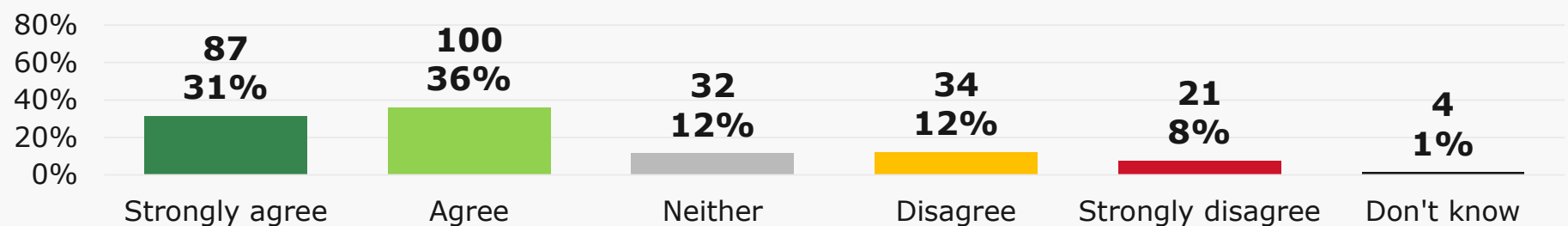
*"To what extent do you agree or disagree with the ... Engaging and Empowering Citizens **strategic approach**?"*



*"To what extent do you agree or disagree with the ... Engaging and Empowering Citizens **outcomes**?"*



*"To what extent do you agree or disagree with the ... Engaging and Empowering Citizens **next steps**?"*



Opportunities

The consultation process identified a range of opportunities which it was felt the Council could take forward with this strategy:

- **Greenspace and biodiversity** was felt to **be** an area where the Council and its partners have almost total control, where large numbers of residents would support action;
- A **city-wide heat and energy masterplan** would provide stakeholders with motivation to influence delivery, and enable diverse organisations to better understand their potential for collaboration;
- **Better communication and more data sharing** between partners, including networking, sharing experience, the development of shared measures of success, and improving understanding of funding sources and requirements;
- Identify options for the development of **shared Council and partner EV infrastructure**, with potential for this to be accessible to the public;

- Identify options for a **joint public sector estate retrofit**. Recognising that public sector buildings may require upgrades or weatherproofing, be suitable for microgeneration, or be suitable for disposal or repurposing in line with approaches like the 20-minute neighbourhood model; and
- Identify **options for private sector actions**, including double-glazed windows that are acceptable in conservation areas, fire-proofing materials for historic buildings, and an expansion of re-useable containers in supermarkets.

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 1 – Unlocking and accelerating energy efficiency in homes and buildings								
Key strategy outcome		Key indicator(s) and data source				Baseline		
Heat and energy generation and distribution is clean and renewable, and buildings are energy efficient and resilient to climate change.		Total electricity consumption generated from renewable and waste related sources (GWh/year). Source: BEIS				40 GWh/year (2018)		
		Estimated percentage of Edinburgh domestic properties meeting EPC C or above energy efficiency rating. Source: Energy Saving Trust Local Homes Portal, Home Analytics				51% (2020) (data tbc with EST)		
		Total non-domestic buildings CO2e emissions. Source: City of Edinburgh Council net zero emissions inventory				853,792 tCO2e (2018/19)		
Page 274	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info
	27.1	<p>Establish an Energy Efficient Public Buildings Partnership (EEPBP) to collaborate on retrofit, align investment plans and encourage confidence in, and planning for, the business and skills supply chain needed to deliver.</p> <p><i>N.B. Actions to be led by the EEPBP will be reviewed by the partnership once established</i></p>	<ul style="list-style-type: none"> Establish the Energy Efficient Public Buildings Partnership and develop its program to agree scope, investment and resource requirements. Identify and map opportunities for collaborating on joint place-based retrofit pilots Bring forward a shared investment plan for retrofitting the city’s major public sector estate Align grid infrastructure investment to buildings’ future energy demand 	X				<p>The City of Edinburgh Council; NHS, University of Edinburgh, Heriot Watt University, Napier University, Scottish Fire, SP Energy Networks, private sector partners and other key partners tbc</p>

N.B. All indicators and data sources are draft and subject to review and amendment. Potential funding sources in blue are indicative and require partner eligibility/bid processes to be established.

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

		<ul style="list-style-type: none"> Programme of joint major public sector estate buildings retrofit works in place 			X	X		
1.1.2	Develop models that support businesses, owner-occupiers and private landlords to invest in energy retrofits.	<ul style="list-style-type: none"> Bring financing and energy delivery partners together to develop a mechanism for unlocking and enabling domestic and small business energy retrofit at pace and scale 	X				The City of Edinburgh Council/Scottish Futures Trust Private sector investors/finance partners, Changeworks, Edinburgh World Heritage, Historic Environment Scotland, utilities and energy delivery partners.	<ul style="list-style-type: none"> Loans and cash back for eligible households (SG Home Energy Scotland) £1.8bn to decarbonise 1 million homes by 2030 (SG PfG) £400m for large scale heat decarbonisation projects across Scotland (SG PfG) Further public / private investment to be scoped within scheme development
		<ul style="list-style-type: none"> Develop an outline business case for an energy retrofit scheme to support owner occupiers, private landlords and small businesses where risk and reward are shared, and economies of scale secured 	X					
		<ul style="list-style-type: none"> Scheme delivery subject to funding 		X	X	X		

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 2 – Enabling the development of a citywide programme of heat and energy generation and distribution infrastructure								
Key strategy outcome			Key indicator(s) and data source				Baseline	
Heat and energy generation and distribution is clean and renewable, and buildings are energy efficient and resilient to climate change.			As above				As above	
Priority	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info
	1.1.3. Page 276	Convene a City Heat and Energy Partnership <i>N.B. All deliverables and milestones for actions to be led by the City Heat and Energy Partnership will be reviewed by the partnership once established</i>	<ul style="list-style-type: none"> Partnership in place with agreed scope, work programme and resourcing to coordinate investments and support the delivery of flagship actions for the city 	X				SP Energy Networks The City of Edinburgh Council, NHS, Edinburgh universities, Scottish Water, Scottish Gas Network, Edinburgh and South East City Region Deal (ESECRD), and other partners tbc
1.1.3	Develop a city-wide heat and energy masterplan	<ul style="list-style-type: none"> By 2023 Heat and Energy Masterplan in place with agreed work programme and resources to enable the partnership to deliver place-based energy infrastructure projects, inc through development of an Energy Investment Strategy 		X	X	X	City Heat and Energy Partnership	Resources as above

N.B. All indicators and data sources are draft and subject to review and amendment. Potential funding sources in blue are indicative and require partner eligibility/bid processes to be established.

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

		<ul style="list-style-type: none"> Agreement and implementation of delivery mechanisms to support heat and energy partnership work program 		X				
1.1.3	Develop a long-term City Partner shared investment strategy to deliver the city-wide heat and energy masterplan	<ul style="list-style-type: none"> Develop a long-term shared investment strategy including delivery mechanism(s) in alignment with heat and energy masterplan and partnership priorities. 		X			City Heat and Energy Partnership	<ul style="list-style-type: none"> SG LCITP £50m SG Heat Network Early Adopter Challenge (HNEAC) £400m (SG PfG) - large scale heat decarbonisation projects SG Green Investment Portfolio to bring £3bn of investment proposals (inc. renewable energy) to market by 2022
		<ul style="list-style-type: none"> Develop a regional energy masterplan to provide a strategic framework for engaging anchor institutions, consumers, and producers in strategic action to decarbonise the energy infrastructure 		X		ESECRD partners (member local authorities; region HE/FE consortium; private and third sector); SP Energy Networks; Scottish Gas Network; further partners tbc	<ul style="list-style-type: none"> Resources to support masterplan development will be overseen by consortia partners 	
	<ul style="list-style-type: none"> Develop a project brief scoping a potential regional approach to smart energy systems, including establishing a shared regional data asset to support local and regional energy plans 	X				Resource requirement to be scoped as part of project brief development		

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 3 – Accelerating the decarbonisation of public transport								
Key strategy outcome		Key indicator(s) and data source				Baseline		
The city has a well-connected sustainable transport and active travel network		% of residents in areas with low levels of public transport. Source: City Mobility Plan				31% (2019)		
		Total transport emissions in the City (tCO2e). Source: CEC net zero emissions inventory				654,084 tCO2e (2018/2019)		
		% of trips to school by active and sustainable travel modes. Source: City Mobility Plan				55% (2019)		
Priority	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info
	1.1.4	Work with the Bus Decarbonisation Taskforce and private sector partners to develop a plan to decarbonise the city's bus fleet.	<ul style="list-style-type: none"> Pilot and trail of alternative fuel sources for buses (including electric and hydrogen) Review outcomes of trials and, by 2023, develop a costed plan for the decarbonisation of Lothian Buses' fleet 	x	x			Lothian Buses /City of Edinburgh Council (tbc) The Scottish Government, SP Energy Networks
1.1.5	Identify opportunities to align to investment in EV infrastructure for public service and blue	<ul style="list-style-type: none"> Scoping to identify existing infrastructure, and future operational needs across the public sector, alongside how public access could be included. 	x				City of Edinburgh Council	<ul style="list-style-type: none"> Planned partner investment in EV infrastructure as part of individual fleet transition strategies

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Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

	light fleet at strategic locations across the city, which also delivers 'down-time' availability for citizens and businesses where possible.	<ul style="list-style-type: none"> Develop joint delivery plan to meet future needs, including financial plans for investment in and management of infrastructure. 		x			NHS, Fire, Police, Edinburgh universities, SP Energy Networks	<ul style="list-style-type: none"> Planned grid investment Cost and funding models to be established through scoping and delivery plan
1.1.5	Develop electricity grid infrastructure and capacity to respond to increased demand from growth in EV use.	<ul style="list-style-type: none"> Scope the potential future net zero compliance pathways for the transition to electric vehicles, using industry forecasts and the Committee on Climate Change Sixth Carbon budget scenarios 	X				SP Energy Networks	<ul style="list-style-type: none"> SP Energy Networks grid investment
		<ul style="list-style-type: none"> Undertake an economic analysis of the energy grid infrastructure investment required to support the forecast transition pathway for electric vehicles 	x					
		<ul style="list-style-type: none"> Formulate a plan and investment strategy for developing the Scottish Power distribution network to support the forecast transition to electric vehicles 		x				

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 4 – Renewing the focus on climate resilience and accelerating adaptation of the city								
Key strategy outcome		Key indicator(s) and data source					Baseline	
People can access the support they need in the places they live and work and local neighbourhoods are resilient to the impacts of climate change		Percentage of people very or fairly satisfied with the quality of public services delivered (local health services, local schools and public transport) by year. Source: Scottish Household Survey					68% (2018)	
		Number of properties exposed to sewer and surface water flooding across 3 priority areas in the city. Source: Scottish Water/SEPA (tbc)					tbc	
Priority Page 280	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info
	1.6 Undertake a city-wide climate change risk assessment and cost analysis. (CWCCRA)	<ul style="list-style-type: none"> Citywide climate change risk and economic impact assessment (CWCCRA) complete 	x				Edinburgh Adapts Steering Group/City of Edinburgh Council	<ul style="list-style-type: none"> £20K (CEC) to support initial CWCCRA £6m p.a. to 2026 (SG PfG) Climate Justice Fund – climate resilience for vulnerable communities.
		<ul style="list-style-type: none"> Council planning, flooding, green infrastructure and nature-based solutions climate risk and adaptation impact assessment completed 	x				Edinburgh Climate Change Institute, Edinburgh Biodiversity Partnership, Edinburgh Living Landscape Partnership; private sector developers, ESECRD partners, construction industry partners tbc	
1.1.7	The City of Edinburgh Council will convene city and region partners to	<ul style="list-style-type: none"> Renew city adaptation partnerships and ensure clear linkages to governance of city strategic action on climate change 	x				As above	<ul style="list-style-type: none"> £6m p.a. to 2026 (SG PfG) Climate Justice Fund – climate

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Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

	<p>collaborate on a long-term 'Climate Ready Edinburgh' plan.</p> <ul style="list-style-type: none"> Develop a pipeline of joint priority investment proposals which respond to the key climate change impact risks identified within the CWCCRA Develop a new city adaptation plan and investment strategy by 2022/23 		x				<p>resilience for vulnerable communities.</p> <ul style="list-style-type: none"> Resourcing to be addressed through adaptation plan investment strategy
1.1.8	<p>Develop a regional approach to climate change risk assessment and adaptation</p> <ul style="list-style-type: none"> Develop a business case for a regional climate change impact risk assessment, focusing on the Forth estuary and ESECRD local authority areas Carry out a regional climate change impact risk assessment, subject to resources and agreement with partners Align city and regional responses to climate change impacts to maximise opportunities for place-based whole-system approaches to adaptation and resilience. Scope a portfolio of regional climate adaptation projects and investment opportunities to reduce the avoidable costs of climate impact on infrastructure (tbc with partners) 	x				<p>ESECRD partners; Adaptation Scotland; wider partners tbc through business case development</p>	<ul style="list-style-type: none"> Potential public / private investment to be scoped as part of business case development

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Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 5 – Supporting citizen empowerment, behaviour change and community activism								
Key strategy outcome			Key indicator(s) and data source				Baseline	
Citizens are empowered, engaged and acting to influence the public and private sector to go further on tackling climate change			Percentage of citizens who feel they have a say on local services and issues. Source: Scottish Household Survey				36% (2018)	
Priority	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact Resources Confirmed resources (funding source) Potential funding source Additional info	
1.1.9	Maintain an ongoing open dialogue with citizens about the transformation that needs to happen in the city and how we can collaborate to take decisions and deliver change together.	<ul style="list-style-type: none"> Establish a Community Climate Forum, to be launched during COP26, to raise knowledge of climate action, share information, improve the community networking opportunities, build capacity and provide a mechanism for deliberation and co-production of policy and strategic action on climate change. 	x				EVOC; Our Future Edinburgh Edinburgh Association of Community Councils; Neighbourhood Networks; Edinburgh CANB; youth organisations and wider voluntary and community groups and organisations tbc	<ul style="list-style-type: none"> £50Ktbc (CEC 20/21 sustainability programme) Community Climate Forum
		<ul style="list-style-type: none"> Develop shared climate change messages with city partners to deliver clear and consistent information on climate change issues to citizens 	x					
1.1.10	Deliver awareness-raising campaigns.	<ul style="list-style-type: none"> Co-design targeted awareness raising campaigns with Edinburgh Community Climate Forum, focusing on emissions areas where citizens can have the greatest impact 	x					

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Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Page 283		<ul style="list-style-type: none"> Deliver climate awareness raising through communications on major Council-led change programmes, for example Low Emissions Zones 	x	x	x	x	The City of Edinburgh Council	<ul style="list-style-type: none"> N/A to be delivered within existing resources
	Support citizens to make informed choices that help to tackle climate change.	<ul style="list-style-type: none"> Develop a community climate toolkit to provide resources for community groups to take action on climate change within their neighbourhoods and communities. 	x				The City of Edinburgh Council; Edinburgh Community Climate Forum	<ul style="list-style-type: none"> £10K (CEC 21/22 sustainability programme) – toolkits £37K (CEC 21/22 sustainability programme) – carbon footprinting
		<ul style="list-style-type: none"> Develop a citizen climate toolkit to support informed choice and provide guidance for citizens in key areas such as home energy retrofit, accessing funding, and consumer choice 	x					
		<ul style="list-style-type: none"> Collaborate with community groups to test the use of carbon footprinting tools for driving local climate action, promoted through a virtual challenge to reduce your emissions 	x	x	x	x		
1.1.11	Develop a city-wide programme of community energy generation investment opportunities	<ul style="list-style-type: none"> Scope opportunities to develop community energy generation projects, focusing areas most at risk of fuel poverty Bring forward a programme of investment opportunities for consideration by city partners 	x				City of Edinburgh Council; Energy for Edinburgh; Edinburgh Solar Co-op; SP Energy Networks; Community Councils	<ul style="list-style-type: none"> £60K (CEC 21/22 sustainability programme) – Community Energy project manager SG District Heating Loan Fund (feasibility studies up to £20,000) SG HNEAC (£50m for Scotland)

Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 6 – Supporting business transition and the green economy									
Key strategy outcome					Key indicator(s) and data source				Baseline
Edinburgh’s economy recovers from recession and key sectors are sustainable and resilient to future crises, such as those related to climate change					Number of Registered Businesses by Local Authority Area : 1) Energy (including Renewables) 2) Sustainable Tourism (Tourism related Industries) 3) Creative Industries (including Digital) Source: Scottish Government				1) 305 2) 1975 3) 3420 (2020)
Priority Page 284	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info	
	.12 .13 Support the city’s economic transition to net zero	<ul style="list-style-type: none"> Establish a business-led Economic Just Transition Forum to convene the city’s business community to provide leadership on the just economic transition to a net zero city 	x				tbc	<ul style="list-style-type: none"> N/A to be delivered within existing resources 	
		<ul style="list-style-type: none"> Develop and deliver implementation plans for the Regional Prosperity Framework’s major regional opportunities to drive investment that supports inclusive growth and transition to a net zero economy 	x	x			ESECRD partners	<ul style="list-style-type: none"> Implementation Plan development and resourcing being overseen by the ESECRD Director’s Group and Elected Member Oversight Committee. External investment to be secured as part of plan delivery 	
		<ul style="list-style-type: none"> Launch a new Business for Good programme to provide practical support and training for city businesses to transition to net zero 	x				Edinburgh CANB; Chamber of Commerce; Napier University; City of Edinburgh Council	<ul style="list-style-type: none"> £50K (21/22 CEC Sustainability Programme) 	

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Annex A – Excerpt from draft implementation plan (in development) – Priority strategic actions.

Priority 7 – Collaborating to develop a citywide programme / pipeline of green investment proposals								
Key strategy outcome			Key indicator(s) and data source				Baseline	
Edinburgh is a centre for global capital investment, supporting the net zero infrastructure projects needed to transition the city			Renewable electricity installed capacity. Source: BEIS				16.5 MW (2019)	
			No. and value of new net zero infrastructure development projects attracting external capital investment. Source: indicator in development				tbc (new indicator)	
Priority Page 285	Deliverable	Milestones	By Dec 22	22/23- 24/25	25/26- 27/28	28/29- 30-31	Delivery partners (lead partner indicated in bold) and Council contact	Resources Confirmed resources (funding source) Potential funding source Additional info
	.14 Increase capacity and resources to develop feasibility studies and business cases that enable the development of a pipeline of investible projects.	Establish the Climate Strategy Investment Board	x				Climate Strategy Investment Board City of Edinburgh Council; NHS Lothian; University of Edinburgh; SP Energy Networks; Scottish Gas; Scottish Water; Scottish Futures Trust; other city partners tbc	<ul style="list-style-type: none"> Joint CEC/SG project team £30K (21/22 CEC sustainability programme) – Co-ordination capacity Further support capacity/resources to be established through early stages of partner collaboration Business cases (where required) will be developed as part of project development to feed into pipeline.
		Collaborate with Scottish Government and City partners to identify resources to establish a join project team to take action area forward	x					
		Undertake scoping to establish range of potential projects across the city that could be included in pipeline		x				
		Engagement with finance sectors/investors to better understand outcomes/financial delivers that make projects attractive to investment		x	x	x		

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Annex B – Organisational consultation responses by sector

We received 314 written consultation responses in total, including from the organisations listed below. Total engagements, including via facilitated workshops and on-line consultation sessions, bringing the total to around 920 (with some overlap anticipated but not possible to easily quantify)

Private Sector Organisations	Public sector organisations	Community Group or organisation	Third and voluntary sector
Anderson Bell Christie Architects	Edinburgh College	Pakistan Association, Edinburgh & East of Scotland	Scottish Flood Forum
Install Oil	The Scottish Parliament	Astley Ainslie Community Trust	Edinburgh Leisure
Canalpath Creative Ltd	Construction Industry Training Board	Murrayfield Community Council	Edinburgh Access Panel
Zero Emission Scotland Ltd	Edinburgh Centre for Climate Innovation	Edible Edinburgh	Keep Scotland Beautiful (KSB)
JB AND CO	University of Edinburgh	Transition Edinburgh	Changeworks
Julian Siann	Nature Scotland	Cockburn Association	Networking Key Services Ltd
Richard Atkins Chartered Architect	Scottish Enterprise	Grassmarket Residents Association	Living Streets Edinburgh
SP Energy Networks	NHS Lothian	Balerno Community Council	Historic environment Scotland
Edmundson Electrical Ltd	Scottish Environment Protection Agency	Corstorphine Community Council	Spokes
Edinburgh Airport		Car Free Holyrood Park	Earth in Common
Royal Bank of Scotland			Cycling Scotland
A Scott Coppola			Sustrans Scotland
			2050 Climate Group
Other			Sustainability Partnerships
Port of Leith Housing Association			Paths for All
Edinburgh Climate Commission			Zero Waste Scotland
			Living Rent

Policy and Sustainability Committee

10:00am, Tuesday, 5 October 2021

End Poverty in Edinburgh Annual Report

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

1.1 It is recommended that Committee:

- 1.1.1 Approves the first annual progress report against the Council's End Poverty in Edinburgh Delivery Plan, and agree actions for priority delivery during the next 12 months;
- 1.1.2 Note that this report also incorporates and meets the Council's statutory duty to publish an annual Local Child Poverty Action Report;
- 1.1.3 Agrees that this report will be referred to the Education, Children and Families Committee for further scrutiny on actions relating to child poverty, with particular reference to the actions discussed in section 4.5 of Appendix 1; and,
- 1.1.4 Notes that this report will be further referred for discussion by the Edinburgh Partnership and related groups.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Chris Adams, Strategy Manager (City Strategies)
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End Poverty in Edinburgh Annual Report

2. Executive Summary

- 2.1 This report provides a summary of actions taking by the Council and partners in response to the calls to action made by the Edinburgh Poverty Commission. As such, the report provides the first annual progress report against the Council's End Poverty in Edinburgh Delivery Plan.
- 2.2 In line with recommendations made by the Commission, the report also incorporates and meets the Council's duty to produce, in partnership with NHS Lothian, an annual Local Child Poverty Action Report.

3. Background

- 3.1 In September 2020 the Edinburgh Poverty Commission published its final report with a call to action for the steps the city needs to take to End Poverty in Edinburgh by 2030. This report was considered by Policy and Sustainability Committee in October 2020.
- 3.2 In December 2020 the Policy and Sustainability Committee approved an End Poverty in Edinburgh Delivery Plan in response to the Commission's findings. The plan set out 11 priority actions for implementation in 2021, and 44 actions for mainstream delivery through existing or forthcoming Council plans and strategies.
- 3.3 Committee agreed that the first annual progress report on ending poverty would be considered in Autumn 2021, marking one year since the publication of Edinburgh Poverty Commission findings.
- 3.4 In February 2021 the Council approved a new Council Business Plan, incorporating 'End Poverty in Edinburgh by 2030' as one of three core priorities for the work of the Council.

4. Main report

- 4.1 Appendix 1 to this report provides the first annual review of progress towards meeting Edinburgh Poverty Commission calls to action. The report covers the period from October 2020 to the end of September 2021 and includes the ongoing

response to the Covid-19 pandemic, which has been significant in informing current and future actions.

- 4.2 In line with recommendations made by the Commission, this report combines annual reporting on end poverty delivery plans, with the statutory duty all Councils and NHS boards have to produce an annual Local Child Poverty Action Report.
- 4.3 In doing so, this report reviews progress against all 7 elements of the End Poverty in Edinburgh call to action, including specific focus on those actions related to the scale and impact of child poverty in the city.

Progress against headline end poverty targets

- 4.4 Latest data on poverty rates in Edinburgh show no annual change against baseline estimates established by the Edinburgh Poverty Commission. An estimated 78,900 people in Edinburgh were living in relative poverty after housing costs in the period to 2020, including 16,100 children.
- 4.5 This data does not yet incorporate the full impacts of the Covid pandemic on poverty rates and levels. Most commentators project a rise in poverty rates across the UK during late 2021 and early 2022 driven in part by rising living costs including the cost of energy, planned benefits cuts, and slow earnings growth. The first official data covering the period affected by pandemic will be available in Spring 2022.
- 4.6 In order to be on track to meet end poverty targets in Edinburgh, a 3 percentage point (15% to 12%) reduction in all age poverty is needed by 2024. To meet interim child poverty targets, a 5 percentage point reduction in poverty is needed by 2024 - representing the removal of 1,000 children from poverty in Edinburgh each year.

Delivering on the calls to action

- 4.7 The Edinburgh Poverty Commission called for the first 12 months following publication of its final report to be focused on:
 - 4.7.1 Building a strong foundation for the long-term actions needed to change ways of working and prevent poverty in Edinburgh, as well as
 - 4.7.2 Providing immediate improvements and upscaling of support for people experiencing poverty in the city today.
- 4.8 In line with these objectives, the report shows good progress by the Council and partners over the past year, including good progress against each of the 11 actions the Commission highlighted for priority in 2021.
- 4.9 These actions have been supported by approval during spring 2021 of a Council budget package incorporating over £2.5m of additional budget investments directly focused on meeting Edinburgh Poverty Commission actions. During this financial year, this investment is now delivering:
 - 4.9.1 Expansion of the Council's money advice and income maximisation services with capacity to support up to 1,500 additional clients over the next year. In total,

Council Advice Shop and third sector income maximisation services, helped citizen's in Edinburgh achieve some £22m of financial gains through improved access to entitlements and reduced costs during the last full year for which data is available.

- 4.9.2 Additional resources to support the Maximise! project provide city-wide family and household support to over 300 families over the next year to raise incomes and prevent poverty.
 - 4.9.3 Additional resources for expansion of the Discover! programme to help 671 families and 1,346 children with support to reduce and prevent food and financial insecurity (a more than doubling of reach for the programme)
 - 4.9.4 New resources to support people at risk of homelessness, help those experiencing homelessness into secure tenancies, and reduce the number of households currently in temporary accommodation by 650 by March 2023.
 - 4.9.5 Additional resource and capacity for crisis support allowing Scottish Welfare Fund and discretionary support funds to reach people most in need, and to support the creation of a Food Charity Support Fund to support community-based organisations working to help people in food insecurity.
 - 4.9.6 Support for the relaunch of the Edinburgh Guarantee as a programme to support people of all ages into work or learning, and
 - 4.9.7 Capacity and resources to develop the 20-minute Neighbourhood and Prevention based service models critical to meeting the Commission's long-term calls to action for reform in the way people in Edinburgh access and experience support to escape and avoid poverty
- 4.10 In addition to action supported by new investment, the last 12 months has also seen progress across all 7 of the Edinburgh Poverty Commission's calls to action through implementation and improvement of mainstream Council services and strategies. Key points of progress noted in the annual report include:
- 4.10.1 Committing to pay all Council staff the Scottish Local Government Living Wage, changing the pay structure so that 4,400 employees in grades 1 to 3 received a pay uplift
 - 4.10.2 Increasing in the number of new council suppliers who pay the living wage
 - 4.10.3 Leading the establishment of a new group of employers across all key sectors to deliver actions needed to make Edinburgh a Living Wage City and help lift 40,000 Edinburgh workers out of low pay
 - 4.10.4 Supporting 3,800 people in Edinburgh through Council funded employability programmes
 - 4.10.5 Delivering £41.45m Council investment in building new homes.
 - 4.10.6 Through partnership working, reducing the number of people sleeping rough in Edinburgh to 10 or less on any given night, down from 80-120 before the pandemic.

- 4.10.7 Delivered over 44,000 crisis and community care grants during the year to March 21, more than double the previous year, and
- 4.10.8 Made 8,800 Free School Meal payments and 8,300 School Uniform Grant payments in the last school year – a 50% year on year increase in payment numbers.

Actions to end child poverty

- 4.11 In line with statutory guidance, the report incorporates actions underway in Edinburgh to meet Scottish Government child poverty targets for 2030. Within each of the 7 calls for action made by the Edinburgh Poverty Commission, the report highlights specific actions tailored to improving outcomes for families, children and young people. These include:
 - 4.11.1 Action to improve employment outcomes for young people and school leavers through Young Person's Guarantee Team, Modern Apprenticeships, and employability support for parents
 - 4.11.2 Action to improve income security and reduce living costs, through family focused advice and services such as Maximise!, as well as provision of key supports for families such as free school meal payments and school uniform grants.
 - 4.11.3 Action to improve support for children and families in temporary accommodation
 - 4.11.4 Action to improve education outcomes and prospects, through the Edinburgh Learns for Life programme, Youth work partnerships and establishment of the learning communities approach, and
 - 4.11.5 Action to improve wellbeing for families experiencing poverty, through family focused programmes such as Discover!

End Poverty Edinburgh

- 4.12 Underpinning this work, the past year has also seen the establishment of End Poverty Edinburgh - an independent group of citizens with experience of poverty in Edinburgh and their allies.
- 4.13 Supported by the Poverty Alliance, group members have worked together over the last year to build their knowledge and capacity. The group had their first meeting with Elected Members in August and will meet with Edinburgh Partnership members in December 2021. Group members have also been involved in the process of preparing this annual report, by meeting with officers to discuss progress and sharing their views on progress and priority next steps.

5. Next Steps

- 5.1 Subject to approval by this committee, this report will be referred to the Education, Children and Families Committee for further scrutiny on elements related to Child Poverty.
- 5.2 The report will be further referred for partnership discussion by appropriate Edinburgh Partnership groups.
- 5.3 The report highlights key next steps for priority progress during year 2 of the End Poverty Delivery Plan. These include:
 - 5.3.1 Continue to provide and improve access to crisis support and advice for people struggling with rising living costs including the cost of energy, benefits cuts and other challenges;
 - 5.3.2 Complete consultation on and take forward actions to implement a Short Term Lets Control Zone in Edinburgh;
 - 5.3.3 Complete and respond to the review of city-wide advice services currently being commissioned by Edinburgh Partnership to improve the reach and impact of advice and income maximisation activities;
 - 5.3.4 Launch and promote the Edinburgh Living Wage City action plan, with an aim to secure 100 additional living wage accredited employers during 2022;
 - 5.3.5 Work with partners across the city to develop a new approach to improving food security in Edinburgh;
 - 5.3.6 Implement phase 1 actions to develop 20-minute neighbourhood and poverty prevention service models in Edinburgh;
 - 5.3.7 Work with End Poverty Edinburgh group to ensure that people with lived experience of poverty are involved in development of key policy areas highlighted by the group;
 - 5.3.8 Implement, promote and embed a new blended employability service due to start in April 2022;
 - 5.3.9 Continue to engage with UK and Scottish Government policy makers on areas of national policy critical to meeting end poverty goals in Edinburgh, including social security and funding requirements to address housing need in Edinburgh;
 - 5.3.10 Continue to implement key mainstream strategies critical to meeting end poverty goals in Edinburgh, including Edinburgh Learns for Life, Rapid Rehousing Transition Plan, and actions to increase the availability of affordable homes and rents; and,
 - 5.3.11 Continue to develop and improve the evidence base needed to implement actions to end poverty, including evidence on poverty related stigma, the impact of budget decisions on people in poverty, and ensuring that appropriate integrated impact assessments are in place for all elements of the End Poverty in Edinburgh Delivery Plan.

6. Financial impact

- 6.1 Delivery of actions outlined in this report will be taken forward within agreed Council budgets. Any additional budget requirements identified will be discussed and agreed through annual budget decision making processes.

7. Stakeholder/Community Impact

- 7.1 The End Poverty Edinburgh citizen group have informed and supported the development of this report, which has been drafted with support and active involvement by stakeholders including NHS Lothian, Capital City Partnership, EVOC and others.

8. Background reading/external references

- 8.1 [A Just Capital: Edinburgh Poverty Commission Final Report, September 2020](#)
8.2 [End Poverty in Edinburgh Delivery Plan 2020-30](#)

9. Appendices

- 9.1 Appendix One – End Poverty in Edinburgh Annual Progress Report, October 2021

End Poverty in Edinburgh – Annual Progress Report

October 2021

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Executive Summary

In September 2020, the Edinburgh Poverty Commission published a call to action for the city, laying out the steps and commitments needed to end poverty in Edinburgh within this decade.

This is the first annual report on the citywide response to that challenge. It provides an overview of progress made by the City of Edinburgh Council, NHS Lothian, third sector and other partners against the specific actions set by the Commission, including a specific focus on child poverty actions. In doing so, this report fulfils statutory requirements for the Council and NHS Lothian to co-produce an annual Local Child Poverty Action Report setting out partners contributions towards meeting Scottish Government Child Poverty targets.

Progress against headline end poverty targets

- 78,900 people in Edinburgh were in relative poverty after housing costs in 2020, including 16,100 children
- Poverty rates, including child poverty, remain unchanged against baseline levels.
- Data do not yet incorporate the full effects of pandemic. Poverty rates for the year 2020/21 will not be available until Spring 2022.
- Most commentators project poverty rates likely to rise in late 2021/early 2022.
- New data on destitution levels pre-pandemic estimate that 19,800 people (including 4,500 children) in Edinburgh went without basic essentials in 2019.
- In order to be on track to meet End Poverty targets in Edinburgh, a 3-percentage point (15% to 12%) reduction in all age poverty is needed by 2024.
- To meet interim child poverty targets, a 5-percentage point reduction in poverty is needed by 2024 – representing the removal of 1,000 children from poverty in Edinburgh each year.

Actions to end poverty – progress in 2021

The Edinburgh Poverty Commission called for the first 12 months following publication of its final report to be focused on:

- Building a strong foundation for the long-term actions needed to change ways of working and prevent poverty in Edinburgh, as well as
- Providing immediate improvements and upscaling of support for people experiencing poverty in the city today.

In line with these objectives, this report shows good progress by the Council, NHS, Third Sector and other partners over the past year, including progress against each of the 11 actions the Commission highlighted for priority in 2021.

Key actions delivered in 2021

Providing immediate crisis support to people in need: Over 44,000 crisis and community care grants were delivered in the past year (more than double the previous year) alongside 8,800 Free School Meal payments and 8,300 School Uniform Grant payments (at 50% increase in take up).

Led by the third sector, partners across the city provided 45,864 meals as food parcels and 3,654 pre-prepared meals during the first half of 2021 alone for people in food crisis

Expanding Council and third sector advice and income maximisation services. Together Council and third sector services secured a total of £22m of financial gains for Edinburgh citizens through improved access to entitlements and reduced costs.

Leading the promotion of fair work in Edinburgh. 4,400 Council employees received a pay uplift as part of commitments to paying the real Living Wage. A new action group of employers committed to making Edinburgh a Living Wage City was established in 2021, with a goal to encourage 500 new living wage accredited employers in the city in the next five years.

Improving access to employability support. Edinburgh Guarantee was relaunched with a focus on support for people of all ages, alongside launch of a new Young Person's Guarantee Team and nine new employability services for parents. In total Council funded employability programmes supported almost 3,800 people during 2020/21.

Addressing the housing and homelessness crisis in Edinburgh. New investment to trial new ways of working to prevent homelessness and reduce the number of households in temporary accommodation was established. To date preventative services have supported over 300 private rented tenants and 30 council tenants to avoid eviction and homelessness

£41.45m Council investment was made during 2020/21 in building new homes, with 252 new social rented homes built in the last year.

Improving prospects and opportunities. A new Edinburgh Learns for Life programme was launched to drive long term improvements needed to close the attainment and achievement gaps. Progress was made in establishment of Learning Communities to make sure that children living in poverty receive early intervention and holistic support. Locality Operational Groups were established to improve partnership responses to reach those children and families most affected by the pandemic and at risk of poverty.

Improving equalities in health and wellbeing. Alongside actions to improve access to Covid testing and vaccination for people at risk of poverty, the last 12 months have seen continued progress in key projects across the city.

Thrive Edinburgh is working to promote and protect mental health, resilience, self-esteem, family strength, and joy in Edinburgh.

Building the foundations for long term change

In addition to these actions, key strategic responses were made during 2021 which will be critical to city's ability to make the long-term system wide changes needed to end poverty in the city. These include:

- Establishing **End Poverty Edinburgh** as an independent group of citizens with lived experience of poverty to raise awareness of

poverty in Edinburgh and influence decision-making on measures to tackle poverty in the city

- Investing in capacity and resources to develop the **20-minute Neighbourhood and Prevention** based service models critical to meeting the Commission's long-term calls to action for reform in the way people in Edinburgh access and experience support to escape and avoid poverty, and
- Establishing **The Edinburgh Pact** - a new programme under development in 2021 which aims to radically transform the way that Edinburgh delivers its health and social care services to prevent crisis and support people to manage their health and personal independence.

Addressing child poverty in Edinburgh

Within each of the 7 calls for action made by the Edinburgh Poverty Commission, this report highlights specific actions tailored to improving outcomes for families, children and young people. These include:

- Action to improve employment outcomes for young people and school leavers through Young Person's Guarantee Team, Modern Apprenticeships, and employability support for parents
- Action to improve income security and reduce living costs, through family focused advice and services such as Maximise!, as well as provision of key supports for families such as free school meal payments and school uniform grants.
- Action to improve support for children and families in temporary accommodation
- Action to improve impact of Corporate Parenting
- Action to improve education outcomes and prospects, through the Edinburgh Learns for Life programme, Youth work partnerships and establishment of the learning communities approach, and
- Action to improve wellbeing for families experiencing poverty, through family focused programmes such as Discover!

Priorities for 2022

Over the next 12 months, partners across the city will continue to work together to improve the impact of actions to end poverty, both through implementation of mainstream existing actions, and through development of new approaches and projects.

Key priorities for delivery during the year to September 2022 include:

1. Continue to provide and **improve access to crisis support and advice for people struggling with rising living costs**, benefits cuts and other challenges
2. Complete consultation on and take forward actions to implement a **Short Term Lets Control Zone** in Edinburgh
3. Complete and respond to the **review of city-wide advice services** currently being commissioned by Edinburgh Partnership to improve the reach and impact of advice and income maximisation activities
4. Launch and promote the **Edinburgh Living Wage City** action plan, with an aim to secure 100 additional living wage accredited employers during 2022
5. Work with partners across the city to develop a new approach to **improving food security** in Edinburgh
6. Implement phase 1 actions to develop **20 minute neighbourhood and poverty prevention** service models in Edinburgh, and continue development of **Edinburgh Pact** and **Thrive Edinburgh**
7. Work with **End Poverty Edinburgh** group to ensure that people with lived experience of poverty are involved in development of key policy areas highlighted by the group.
8. Implement, promote and embed a **new blended employability service** due to start in April 2022
9. Continue to **engage with UK and Scottish Government** policy makers on areas of national policy critical to meeting end poverty goals in Edinburgh, including social security and funding requirements to address housing need in Edinburgh
10. Continue to implement key mainstream strategies critical to meeting end poverty goals in Edinburgh, including **Edinburgh Learns for Life, Rapid Rehousing Transition Plan**, and actions to increase the availability of affordable **homes and rents**
11. Continue to **develop and improve the evidence base** needed to implement actions to end poverty, including evidence on poverty related stigma, the impact of budget decisions on people in poverty, and ensuring that appropriate integrated impact assessments are in place for all elements of the End Poverty in Edinburgh Delivery Plan.

1. Introduction

In September 2020 the Edinburgh Poverty Commission published its final report with a call to action for the steps the city needs to take to **End Poverty in Edinburgh by 2030**ⁱ.

Following the most extensive process of inquiry into poverty, its causes, consequences and solutions ever undertaken in a Scottish local authority, the Commission identified 6 areas for focused action by city partners – **fair work, a decent home, income security, opportunities to progress, connections and belonging, health and wellbeing** - and one cultural challenge to remove stigma and improve the experience people in Edinburgh have when seeking help to escape from poverty.

Reporting on progress

This report provides the first annual review of progress towards meeting Edinburgh Poverty Commission calls to action.

The Commission's final report set clear expectations for delivery stating that:

- The first 12 months (the year 2021) should be a period of delivering actions that can be implemented immediately, and building the foundations for future action
- 2022-24 should focus on delivery and acceleration of progress, and
- 2025-30 should be a period of sustained and measurable impact.

In line with recommendations made by the Commission, this report will combine annual reporting on end poverty delivery plans, with the statutory duty for all Councils and NHS boards to produce an annual **Local Child Poverty Action Report**.

In doing so, this report will review progress against all 7 elements of the End Poverty in Edinburgh call to action, including specific focus on those actions and challenges related to the scale and impact of child poverty in the city.

The report covers the period from October 2020 to the end of September 2021 and includes the ongoing response to the Covid-19 pandemic, which has been significant in informing current and future actions.

Strategic responses in the last 12 months

Since the publication of the report, the City of Edinburgh Council, NHS Lothian and the Edinburgh Partnership have all taken first steps towards establishing the strategic responses needed to meet this challenge:

- In December 2020, [City of Edinburgh Council](#) published an End Poverty in Edinburgh Delivery Plan setting out the actions it would take in response to the Commission's report
- In February 2021, City of Edinburgh Council published [a new business plan](#) incorporating 'End Poverty in Edinburgh by 2030' as one of three core priorities for the work of the Council.



- In Spring of 2021 these commitments were further backed by the commitment of more than £2.5m of additional Council investment in new actions to end poverty.
- In the same period, **Edinburgh Partnership** members agreed to embed the 'End Poverty in Edinburgh by 2030' target within the city's **Local Outcome Improvement Plan** and agreed actions in response to the Commission's report

- In Autumn 2020 a new [End Poverty Edinburgh](#) group of citizens with lived experience of poverty was launched, with commitments from City of Edinburgh Council and the Edinburgh Partnership to support

their work and ensure that citizen’s voices were heard in the design and implementation of actions to end poverty.

- **Edinburgh Children’s Partnership** launched a new [Children’s Services Plan](#), covering the period to 2023, with three priorities: **Best Start in Life** (ensuring appropriate support is provided at the right time to children and their families), **Bridging the Gap** (ensuring that regardless of the challenges their circumstances may bring, every child will have the same chance to live a healthy, happy and fulfilling life), and **Be Everything You Can Be** (promoting and supporting every child’s aspirations, so that every child has the right to have all their needs met and be able to shape and live a fulfilling life).



- In May 2021, City of Edinburgh Council published [Edinburgh Learns for Life](#), a revised strategic plan for education to meet long term city priorities amid the emerging pressures and opportunities presented by COVID. The plan makes a specific response to the findings of the Edinburgh Poverty Commission, with a focus on the poverty-related

attainment gap and inequitable pathways, and culture change needed to remove the stigma of poverty.

- Within this plan, the work of the **Edinburgh Learns for Life Equity Board** plays a clear role in ensuring alignment of all functions – estates, curriculum, and inclusion – towards goals to end poverty.
- In response to the Edinburgh Poverty Commission recommendations, **NHS Lothian** has recognised the need for a Lothian wide approach to tackling poverty and inequalities exacerbated by COVID-19. The corporate objectives for 2021-22 include developing and defining an approach to inequalities and poverty and establishing an Anchor Institutions approach. A Board has been established to oversee this work and is chaired by the Director of Public Health.
- A restructure of public health within **NHS Lothian** has resulted in the creation of a public health team that is aligned to the City of Edinburgh, to provide public health leadership, insight, support and delivery to the development of place-based approaches to improving physical, social, emotional and economic wellbeing.

United Nations Convention on the Rights of the Child

During the past 12 months, Edinburgh Children’s Partnership published its first report on the steps the Partnership has taken to progress the United Nations Convention on the Rights of the Child across its services. The report sets out evidence on progress and challenges in relation to each of and provides recommendations for future priorities in promoting children's rights as described in:

- United Nations Convention on the Rights of the Child (UNCRC)
- Getting it Right for Every Child (GIRFEC)
- the Edinburgh Wellbeing Outcomes to ensure that every child is Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI), and
- Partners’ Corporate Parenting roles in working together to meet the needs of looked after children, young people and care leavers.

2. Progress against headline targets

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

Edinburgh Poverty Commission

The Edinburgh Poverty Commission set four specific targets for the city to deliver by 2030. These targets are consistent with statutory targets set out in the Child Poverty (Scotland) Actⁱⁱ.

By 2030, Edinburgh should aim to be a city in which:		
Target	Latest data	Yr1 progress
Edinburgh Poverty Commission Targets		
1. Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time.	15% (all ages) 19% (children)	No change
2. No one has to go without the basic essentials they need to eat, keep clean and safe, and stay warm and dry	4% (all ages) 5% (children)	New baseline set
3. No-one lives in persistent poverty.	12% (all ages) 16% (children)	No change
4. No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income.	No data yet available	No data yet available
Additional Scottish Government Child Poverty 2030 Targetsⁱⁱⁱ		
Fewer than 5% of children should live in absolute poverty	17%	No change
Fewer than 5% of children should live in combined low income and material deprivation	13% (Scotland data only)	No change

For most data points it should be noted that the latest available estimates relate to the period to Spring/Summer 2020. As such, most of the official statistics available here do not yet tell a clear picture about the impact of the pandemic on people in poverty in Edinburgh.

During the year 2020/21 (for which official data will not be available until Spring 2022) most commentators project that poverty rates may show a slight fall– driven by a combination of falling median incomes due to the pandemic, alongside the positive impacts of temporary uplifts to Universal Credit payments. This potential dip, however, is expected to be reversed during 2021/22 driven by:

- Planned withdrawal of Universal Credit uplifts – expected to affect 34,000 families in Edinburgh and a £35m drop in benefit payments^{iv}.
- Rising unemployment – The Scottish Fiscal Commission project unemployment rates in Scotland rises to 5% in 2022, up from 4.6% in early 2021^v.
- Sluggish growth in earnings – real median earnings in 2021/22 are forecast to grow by only 1.9%, well down on the 2.6% growth recorded pre-pandemic in 2019/20^{vi}
- Rising costs – The Bank of England forecast inflation to rise to 4% in Q4 2021 not returning to the current 2% until 2023, with resulting impacts on the costs of basic goods and potential upward pressure on interest rates^{vii}
- Increased debt – Resolution Foundation analysis shows that additional pandemic costs, alongside lost earnings, have led to increased debt in the past year, especially for lower income families^{viii}

Taken together these trends represent a significant upside risk to poverty rates over the next two years. Recent estimates published by the Joseph Rowntree Foundation imply that the removal of Universal Credit uplifts alone could result in 2,700 people (including 1,000 children) in Edinburgh falling

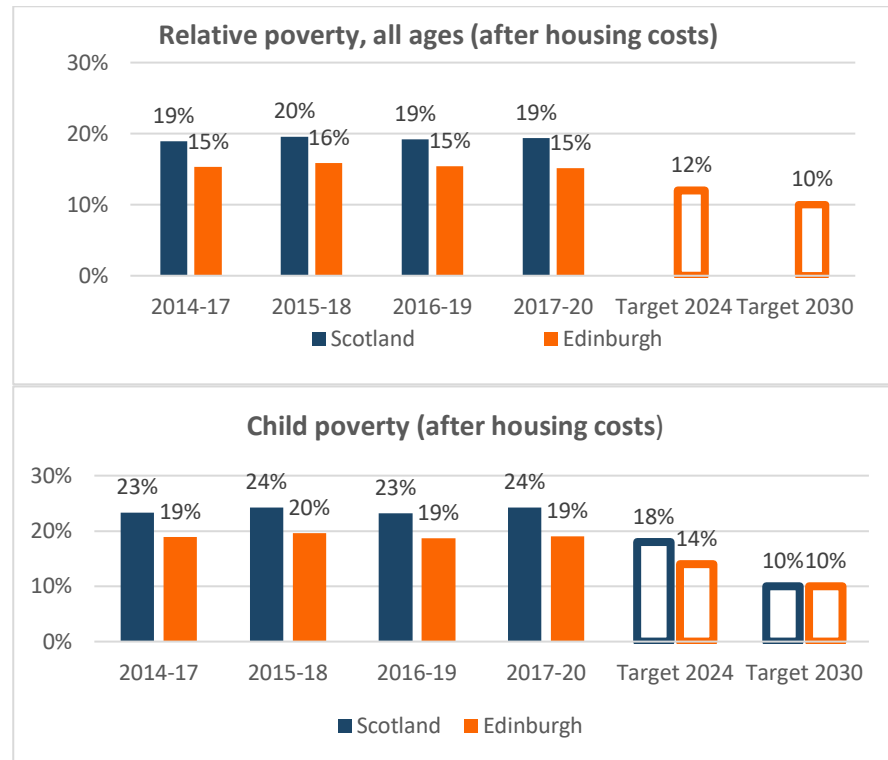
into poverty, resulting in a potential 1 percentage point increase in citywide poverty rates.

Target 1: Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time

Latest estimates show that a total of 78,900 people in Edinburgh were living in relative poverty after housing costs in 2017-20, or 15% of the total population of the city.

Of these, 16,100 children grow up in families living in poverty in Edinburgh, an estimated 18% of all children in the city.

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In common with patterns across Scotland as whole, these data show no significant change from the baseline levels established at launch of the Edinburgh Poverty Commission final report.

In order to be on track to meet 2030 targets, a 3-percentage point reduction in all age poverty in Edinburgh is needed over the period to 2024 – from 15% to 12%. For Child poverty, a 5-percentage point reduction in poverty is needed in Edinburgh by 2024 to be on track for 2030 targets. This challenge represents the **removal of 1,000 children from poverty in Edinburgh each year** and is similar in scale to that seen across Scotland as a whole in meeting interim targets set by the Child Poverty (Scotland) Act.

Are these targets achievable?

Analysis carried out in the past year by [Joseph Rowntree Foundation](#) has aimed to quantify the contribution individual policy measures could make in helping to meet Scotland’s child poverty targets.

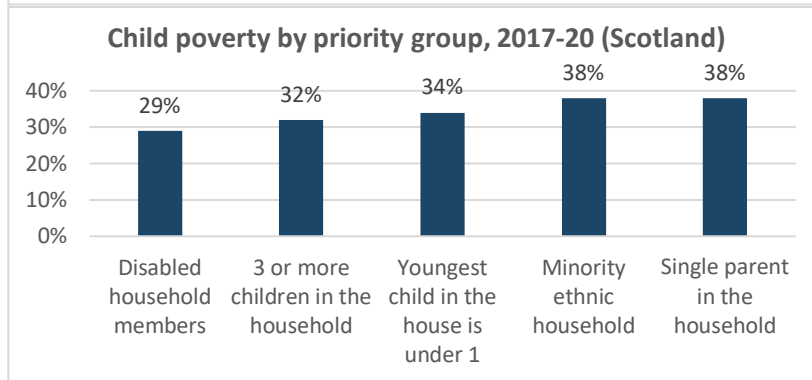
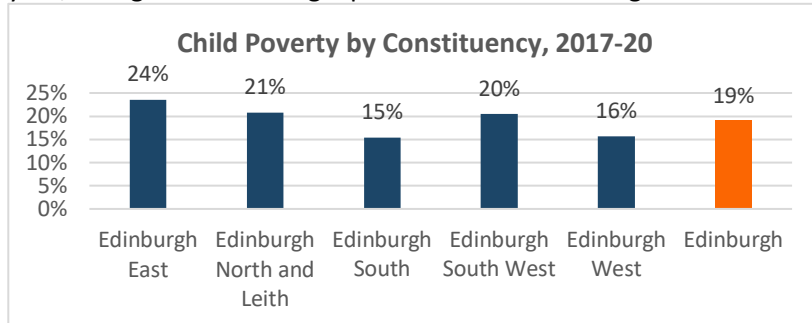
The analysis modelled the impact of a policy package which included ensuring that all working parents received at least a Real Living Wage, ensuring that Local Housing Allowances covered 100% of rents, and uplifting the Scottish Child Payment to £25. The modelling showed that this combined package could reduce Scottish Child Poverty rates from 24% to 18% by 2024 (so meeting Scottish Government interim targets) and help lift more than 60,000 children out of poverty.

In Edinburgh such policies could help cut Child Poverty from **19% to 14%** - a drop sufficient to meet interim Edinburgh Poverty Commission targets - and **help lift more than 4,000 children out of poverty**.

While the specific policy measures modelled in this analysis are outwith the control of the City of Edinburgh, the issues they address are the direct focus of many of the local actions described in this report– maximising incomes for families, reducing the cost of housing, and increasing the number of workers receiving at least the Real Living Wage – confirming the contribution these measures can make to meeting Edinburgh Poverty Commission targets.

The risk of poverty varies considerably across Edinburgh, both spatially and in terms of household type.

- Child poverty rates vary considerably across Edinburgh, from a low of 15% in Edinburgh South to a high of 25% in Edinburgh East^x
- Children and Families in priority groups have a higher risk of being in relative poverty than other households. This is particularly true for those in ethnic minority households and those with a single parent in the household^x
- Poverty rates are highest among renting households. 39% of social and 34% of private renting households live in relative poverty.
- In work poverty rates continue to rise. The proportion of children growing up in poverty in working families rose from 65% to 68% in the last year
- Overall pensioner poverty rates remain steady at 11% in the past year, though rates for single pensioners are much higher at 15-18%



Target 2: No one has to go without the basic essentials they need to eat, keep clean and safe, and stay warm and dry

People in the UK are considered destitute if they have lacked two or more of the following six essential items over the past month, because they cannot afford them – Shelter, Food, Heat or Lighting for their home, Clothing or Footwear, or Basic Toiletries.

A recent report by Heriot Watt University provides a detailed analysis of Destitution in the UK in 2019 and offers an updated and improved baseline estimate on which to base future progress against this Edinburgh Poverty Commission target.^{xi}

The report finds that in any given single week an estimated 0.66% of all Edinburgh households experienced destitution. This is slightly lower than the average for Scotland as a whole, although Edinburgh records higher than average destitution rates for migrant households.

Across an entire year, these estimates suggest that 8,800 households were destitute in Edinburgh at some point during 2019, equivalent to 4% of all households in the city. Using average data on composition of destitute households, this implies a total of over 19,000 individuals, including 4,500 children.

% of households destitute in a given week, 2019		
	Edinburgh	Scotland
Migrant	0.14%	0.10%
Complex needs	0.18%	0.21%
UK other	0.34%	0.45%
Total	0.66%	0.76%
Annualised destitution estimates		
Households	8,800 (4%)	106,000
Individuals	19,800 (4%)	238,500
Children	4,500 (5%)	54,205

Source: Destitution in the UK 2020, Heriot Watt University; City of Edinburgh Council Analysis

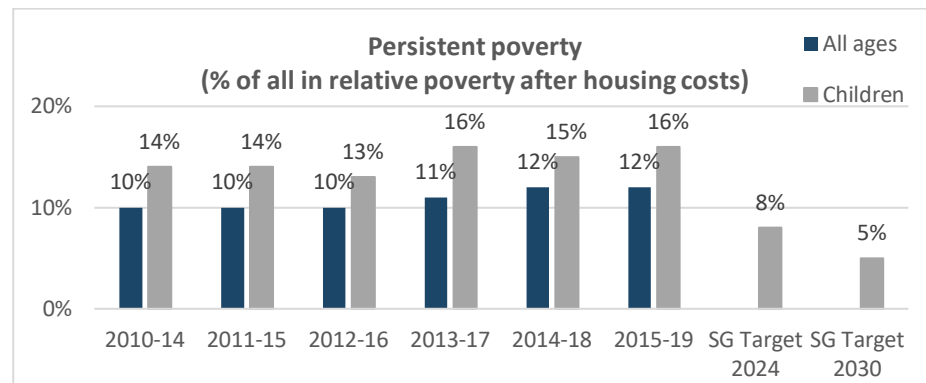
This is a higher total than has been provided by previous estimates but is consistent with other recently published data on severe poverty in Scotland. One recent analysis shows that 4% of all people in Scotland experienced ‘very low’ food security in 2020 – meaning very often having to skip meals or running out of food due to a lack of money. Applied to Edinburgh data, this would imply a total of **20,400 Edinburgh citizens experiencing ‘very low’ food security in 2020.**^{xii}

All these datasets, it should be noted, refer mostly to a period before the worst effects of pandemic were apparent. Analysis by Heriot Watt suggests that the impact of pandemic across the UK could have been to as much as double the destitution rates recorded in 2019.

Target 3: No-one lives in persistent poverty

Persistent poverty measures the proportion of people in relative poverty after housing costs for three out of the last four years. No Edinburgh specific data is available on this measure, but Scotland wide estimates show no change in persistent poverty rates for adults or children over the last period for which data is published.^{xiii}

Overall, 12% of all people in poverty and 16% of children in poverty have been living on low incomes for a sustained period as at 2019. If applied to Edinburgh data, this implies that 9,500 people, including 2,600 children are in persistent poverty in Edinburgh.



Case study – Poverty responses during the Covid pandemic

Whilst the overall, long term impacts of Covid-19 are not yet fully known, there is strong evidence to suggest that the pandemic will exacerbate pre-existing health and social inequalities across Edinburgh.

Key responses, from Council, NHS, and third sector partners to support people in poverty during the Covid pandemic have included:

- Delivering over 44,000 crisis and community care grants-more than double the previous year-alongside 8,800 Free School Meal payments and 8,300 School Uniform Grant payments
- Providing 45,864 meals as food parcels and 3,654 pre-prepared meals during the first half of 2021 alone
- Co-ordinated support for homeless people including emergency accommodation for over 550 people with support from community psychiatric nurses and harm reduction nurses to the hotels providing emergency accommodation
- Support for 671 families and 1,346 children through an adapted Discover programme
- Providing digital equipment and WIFI connections to those school pupils who needed them
- Covid testing and vaccination support: A multi-agency Enhanced COVID Response Group working to increase access to vaccination and testing for more vulnerable or poorer communities
- Shifting to online provision of classes for school and adult education including refugees
- Development of Locality Operational Groups (LOGs) and the joint Voluntary sector and council Covid Task Force, helping develop new and creative ways for partners to problem solve together and overcome obstacles for service delivery as a result of Covid restrictions. 48 workers a mix of council and voluntary staff meet each week, 12 in each of the city’s 4 localities to share learning and to problem solve. The LOGs have been operational since April 2020.

3. Citizen's Voices – End Poverty Edinburgh

End Poverty Edinburgh is an independent group of citizens established in 2020 to raise awareness of poverty in Edinburgh and influence decision-making on measures to tackle poverty in the city.^{xiv}

The group is formed of citizens with direct experience of poverty in the city and their allies and was created by the Edinburgh Poverty Commission as part of a long-term movement to end poverty in Edinburgh. Learning from good practice examples elsewhere in Scotland, the group supports citizens with experience of poverty to amplify their voices, identify shared priorities, and engage with policy makers to institute positive change.

Secretariat support for the group is provided by **The Poverty Alliance** who also act a key link between the group and the Council's Poverty and Prevention Team.

To date during 2021 the group have met with elected members of the Council, participated in workshops on issues such as fair work and the living wage, and have supported the development of this report by providing their reflection on priorities for the city and progress made to date. These responses have been prepared independently by the group and are not necessarily the views of the Council or other partners.

Response from End Poverty Edinburgh

End Poverty Edinburgh very much welcomes the publication of this Annual Report on progress towards the delivery of ending poverty in our City.

We look forward to examining, and offering input to, the strategy being developed to meet the commitment to "20-minute neighbourhoods". This will be key to ensuring that people are able to access the right support in the places they live and work.

EPE has highlighted how important it is that the experience of having to seek help should be made a less stressful and more dignified process. The

announcement of increased capacity at Council Advice Shops is very much a step in the right direction. The additional investment to reform the way people-facing services operate should have a major and very positive impact in helping those already experiencing poverty and in the prevention of further poverty and homelessness. Key to achieving these outcomes will be ensuring the necessary support services are delivered in the best ways and in locations accessible to all.

To ensure that the momentum of these very positive steps continues, we would like to remind Council officials and partner organisations, that the members of End Poverty Edinburgh, with their knowledge and lived experiences, are a key resource which they should be fully utilising to add value to this ongoing and critical delivery plan.

EPE members have experienced and witnessed the impact that the stigma of "poverty" has on both adults and children. We fully support the strategy in schools to educate and hopefully eventually eradicate this. Training on poverty awareness for all school teachers is a positive step in the right direction. It is hoped that if the teachers can educate the pupils on the subject of poverty, then this will eliminate the negative stigma that can hinder the future/prospects of the next generation.

The new blended "employability service", if designed appropriately, could have a major impact on the aspirations and prospects of many school leavers and others. It is crucial that, regardless of their background and academic abilities, everyone is encouraged to achieve their full potential (whilst at school and after leaving) so that they are in the best possible position to go onto further education or into employment.

Looking forward into the next year, the health and wellbeing of the citizens in Edinburgh needs to be a top priority for all partners. Every point raised within this report has a direct influence on their citizen's health and wellbeing. For example, if you don't have access to safe and affordable housing, this is going to wreak havoc on a person's health and wellbeing due to stress and sleeping in unsuitable conditions.

EPE would also like to see real progress in long-term plans to stop the city's food insecurity problems. We have already communicated why we feel that this is a massive issue to the elected officials, and it would be great to work in partnership with the EC on this issue.

EPE feel that concrete plans are needed to:

- Ensure that food parcels for vulnerable people and food banks offer access to food that is suitable for everyone, meeting the needs of people with food intolerances (gluten, soya, dairy etc) and religious, spiritual, lifestyle choices (vegan/vegetarian, Halal etc).
- Work with education establishments to ensure that ALL pupils and FE/HE students have access to sanitary products that come from a sustainable source which funding will NOT be cut, and that different types of sanitary products are included in food banks (cups, pads and tampons). Different people have different sanitary needs and this needs to be addressed to not leave people short.
- Ensure that mental health training for all education professionals so children and young people have access to crisis support whether that is at school, college or university. Resilience lessons aren't enough to deal with the young person's mental health pandemic.

EPE would like to highlight that while we acknowledge the outstanding and essential work that foodbanks and other emergency food providers do in serving the immediate needs of those experiencing food insecurity, we should not be relying on these services to feed people. This is a sign of a society that is not doing enough to tackle poverty. Furthermore, these services stigmatise those accessing them - EPE is aiming to eliminate this kind of charity approach to address food poverty.

Regarding efforts around affordable and decent homes, we make three notable points:

- Edinburgh is overflowing with private houses, a lot of which are rented out at unaffordable amounts. Many refuse to accept those on benefits.

- Although there is more affordable housing being built, in Edinburgh, these are flats, unsuitable for families and disabled people. We need affordable houses too - not just flats.
- This supposedly "affordable" housing is still out of the price range for those who need them, this issue needs to be addressed if we are to end poverty in Edinburgh.

We note that City of Edinburgh Council has increased the number of contracts to new suppliers who pay the Living Wage in the last year, bringing up the numbers to 79%. At first sight this development could be interpreted as an improvement in the Council's efforts to promote Living Wage employment in the city. However, the group were disappointed since we had expected all public sector bodies to outsource contracts only to Living Wage employers.

We understand that there are legal regulations when it comes to outsourcing contracts which prevent this happening. End Poverty Edinburgh would like Council Officials to look into this issue in order to establish whether these legal limitations still apply, and get back to us regarding their findings.

On the other hand, we would like Council Officials to look into ways to ensure that contracts for suppliers are allocated to employers that follow wider Fair Work principles. EPE thinks that paying the Living Wage on its own, does not guarantee the financial stability needed in order to avoid poverty. According to The Poverty Commission Report 2020, 59% of families in poverty are working families. EPE finds this figure unacceptable.

Workers deserve (amongst other measures) - Guaranteed working hours contracts, Full time contracts (when suitable for the worker), Contractual sick pay, Contractual maternity pay, Good provision of H&S, Training opportunities, and an effective voice in the workplace.

On that note, we would like to once again emphasize that we, End Poverty Edinburgh, with our knowledge and lived experience, are a key resource which should be fully utilized – we can be an effective voice in adding value to this ongoing and critical delivery plan towards ending poverty in our City.

4. Responding to the calls for action

“This is not a menu of options the city can pick and choose from, they represent a single set of inter-connected, actions that need to be delivered if Edinburgh is to end poverty... Most importantly, this is a call to action for the whole city and everyone who has a stake in its future – public sector, employers, third sector organisations, and citizens all have critical roles to play.” **Edinburgh Poverty Commission**

Edinburgh Poverty Commission Calls to Action



This chapter provides a summary of action taken in the period October 2020 to September 2021 to begin implementation of the calls to action made by the Edinburgh Poverty Commission.

The analysis is structured around each of the Commission’s 7 calls to action, and draws out specific actions and impacts on child poverty in the city, and specific actions to support people in priority high risk groups.

A full assessment of progress against all actions and target measures is provided in Appendix 1 to this report, including progress against the priority actions highlighted for delivery in the first twelve months following publication of the Commission’s report.

Where possible the analysis is illustrated with case study and other evidence on projects and initiatives implemented by partners across the city.

Case Study: Edinburgh’s Promise

[The Promise](#) was published by the Care Review in February 2020, concluding that Scotland’s Care System was neither caring nor a cohesive system. The Promise outlines the transformational change needed across children’s services in Scotland, with a clear requirement for the views and voice of children and young people at the core of changes.

The Scottish Government’s first three-year plan to deliver the Promise addresses 5 main themes – A Good Childhood, Whole Family Support, Building Capacity, Supporting the Workforce and Planning. Any service developments or service redesigns must address 5 additional fundamentals – what matters to children and families, poverty, language, listening and children’s rights.

In response to this challenge, ‘Edinburgh’s Promise’ will be the overarching strategy affecting children’s services in Edinburgh for the next decade. Governed through the Edinburgh Children’s Partnership, this matches the ambition for all sectors of children’s services - voluntary, statutory and regulatory - the Children’s Partnership to be as joined up as possible in delivery of the Promise.

4.1 The right support in the places we live and work

“To end poverty, the pre-condition and the single biggest transformation Edinburgh could achieve would be to make the experience of seeking help less painful, more humane, and more compassionate.” - Edinburgh Poverty Commission

During 2021 City of Edinburgh Council and Edinburgh Partnership have committed to a long-term programme of work to significantly improve the way public services across the city are accessed and experienced. This programme is made in direct response to the Edinburgh Poverty Commission’s expectations that 2021 should be a year of building the foundations for changes needed to end poverty, and has been backed by £1.7m of investment by City of Edinburgh Council.

This programme of work includes:

- **20 Minute Neighbourhoods/Living Well Locally.** In June 2021 the Council established a new draft strategic approach to making sure that all residents can access most of their daily services and amenities in a single 20-minute round trip, either by walking, cycling, taking public transport or using wheelchairs and other ‘wheels’ like scooters or prams^{xv}. Such accessible communities are critical to ensuring that families in poverty can access the support they need (for learning, healthcare, childcare, employment, and community), in the places that work best for them.
The Council has approved funding for a new team to implement the strategy. Recruitment will begin in Autumn 2021, and a detailed implementation plan will be developed.
- **Prevention focused services:** Learning from good practice examples already in place in the city, work is also underway to develop a new service model for people focused Council services aimed at preventing poverty and its outcomes. This model will co-ordinate public sector services behind empowered, front line workers for whom the quality of relationship with our most vulnerable people is their key concern. The approach will be built upon collaboration with

community planning partners and will be based upon a new relationship with the Third Sector.

Council funding is approved for a new team to design and implement this approach, with recruitment to take place in Autumn 2021.

- **The Edinburgh Pact** is a new programme under development in 2021 which aims to be an agreement between the Edinburgh Health and Social Care Partnership and everyone who lives and works in Edinburgh^{xvi}. It aims to radically transform the way that Edinburgh delivers its health and social care services to prevent crisis and support people to manage their health and personal independence at home and to make sure that age, disability, or health conditions are not barriers to living a safe and thriving life in Edinburgh. This will be done through better collaboration between healthcare providers and local communities and by working closely with the council's housing and homelessness services. Development of the Pact is closely aligned with the development of the Council’s 20 minute neighbourhoods and the prevention model.
- **‘A good place to live’.** The programmes noted here, and others underway, represent ambitious long-term actions to address many of the core issues identified by the Edinburgh Poverty Commission. To ensure that these efforts are appropriately integrated and maximise impacts for citizens, the Edinburgh Partnership is bringing together stakeholders to **Join the Dots** and develop a collective understanding of how these work programmes function, avoid duplication or confusion, and prioritise actions that will contribute to a collective vision of reducing poverty and inequalities. This work is being taken forward as part of Outcome 3 of the Partnership’s **Local Outcome Improvement Plan:** ‘A good place to live’.
- **Learning Communities.** The Learning Communities approach has been developed over the last year to help school and other community leaders to work together to improve outcomes for learners and to make sure that children and families living in poverty receive early intervention and holistic support. Learning communities include high schools, primary schools, special schools and early years, as well as services and resources within the whole

community (including police, health and housing) as forming a network of collaboration and support. This approach aligns with the Council’s Business Plan, and future schools will be planned according to the principles of a 20-minute neighbourhood.



Collectively, these programmes of work aim to:

- Ensure that people in all areas of the city can access the services and support they need in the communities where they live and in places that are convenient for them
- Provide person centred support that focuses on the needs of families and households rather than service silos
- Ensure better, more dignified experiences for people seeking help to escape from poverty, built around mutual respect and understanding
- Offer support systems based on building relationships, with no hand offs, no referrals and no wrong door.
- Develop improved relationships and more sustainable collaborations with third sector service providers
- Deliver better outcomes and faster routes out of poverty for households in all parts of the city.

Priorities for the next 12 months include progress with the development of these core long term work programmes such that:

- New teams are in place to design and implement change
- Community engagement activity is underway to ensure that the voices of citizens drive major developments in service design and implementation
- Tests of change are in place in key areas of the city to provide exemplars of new ways of working, and learning for further developments, and
- Clear plans are in place for the long term roll out of change across the city
- New networks of organisations addressing poverty in Edinburgh established in 2021 are strengthened, sharing experiences and best practice, and raising awareness of shared challenges across the city.

Case study - Community Renewal: Lifting Neighbourhoods Together

CR:LNT is an initiative funded by the National Lottery Community Fund that seeks to tackle poverty and inequalities in a small neighbourhood in Edinburgh by taking a whole system approach.

It is a 5-year test of change that seeks to remove silos and develop a multi-disciplinary neighbourhood team offering holistic and long term support for people to lift themselves out of poverty. Lifting Neighbourhoods Together is multi-layered. On the ground there will be a neighbourhood team that will systematically engage every household in the neighbourhood.

One of the difficulties for a person or family seeking to improve their life and lift themselves out of poverty is that it is difficult for them to know how to access services in the current siloed system.

CR:LNT works in a different paradigm whereby a single professional builds a trusting relationship with an individual or family, works with them to build a picture of the future they want, then walks alongside them on the journey bringing in support agencies in a coordinated way where personal introduction and transfer of trust replace cold referrals and signposting.

4.2 Fair work that provides dignity and security

“Edinburgh has the most successful economy in Scotland, but even here work is not necessarily the effective pathway out of poverty that it should be.” - Edinburgh Poverty Commission

The challenges:

- Rising in-work poverty rates across Scotland
- 27% of Edinburgh jobs rate as ‘low quality’ on pay and security
- 15,000 people claiming out of work benefits in July 2021, more than double the pre-pandemic level.

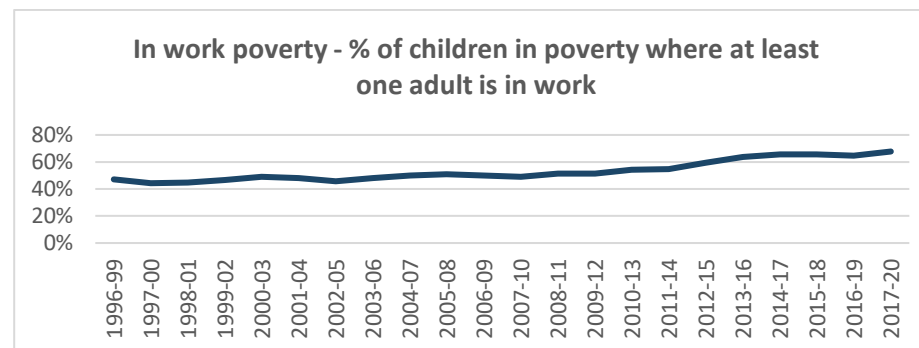
Progress in 2021

- Accreditation as a Living Wage City, with an agreed target to deliver 500 new Living Wage employers over 5 years
- A new City of Edinburgh Council Fair Work Action Plan
- Launch of Edinburgh Guarantee for all age groups
- New focused employability support for young people
- Nine new employability projects for parents, including parents from priority groups.

Priorities for 2022

- Launch the Living Wage Action Plan, and deliver 100 new living wage accreditations
- Deliver a new blended employability service, offering holistic employment support for people from target groups (including those with disabilities, long term health conditions, complex needs, or people who need support with digital literacy to gain employment)
- Deliver the Fair Work Action Plan, with actions to improve community benefit take up and improve Fair Work impacts from Council procurement

In work poverty in Scotland continues to rise. Latest data shows that 68% of all children who grow up in poverty were in families where at least one adult is in work. This represents an increase of 3 percentage points since 2019, and an increase of 19 percentage points in the past ten years^{xvii}.



Actions to address in work poverty, low and insecure employment were core to the Edinburgh Poverty Commission’s call to action. During 2021, the response from City of Edinburgh Council and partners has included:

- **Edinburgh Living Wage City.** A new Living Wage action group of private sector employers, public and third sector bodies and key anchor institutions has been established^{xviii}. This group will work together to achieve accreditation for Edinburgh as Living Wage City by November 2021. The group has agreed a five-year action plan with objectives to:
 - Achieve an additional 500 new Living Wage accredited employers in Edinburgh
 - Remove 40,000 employees from low wage employment, and
 - Target improvements on key low wage sectors in the city
- **Fair Work Action Plan:** In September 2021 City of Edinburgh Council approved a new draft Fair Work Action plan setting out Council commitments to improve fair work in Edinburgh, including commitments for the Council as an employer and a buyer of goods and services^{xix}

- From 1 April 2021 City of Edinburgh Council committed to pay all staff the Scottish Local Government Living Wage (set between COSLA and Trade Unions) changing the pay structure so that 4,400 of employees in grades 1 to 3 received a pay uplift
 - In 2020/21 the Council increased the proportion of new suppliers who pay the real living wage to 79%, and sought Community Benefits from more than 50 new contracts
 - Council funded employability programmes supported almost 3,800 people during 2020/21
- **Edinburgh Guarantee for All:** The Edinburgh Guarantee was extended in 2021 to support unemployed people of all ages. It brings together training and upskilling support and mentoring, job opportunities and funding available to jobseekers and employers^{xx}. Work is ongoing to engage with employers, training providers and employability services to promote opportunities to upskill and recruit and funding has been agreed to for two new members of staff to support this work. The Edinburgh Partnership has made a commitment to provide 300 apprenticeships between its members through the programme.
 - **A Young Person's Guarantee Team** has been established to ensure that there is effective support for young people leaving school or finding themselves unemployment after an initial positive destination. Co-design is at the heart of the process and a Young Person's Panel has been set up to ensure their needs are met. Additional mental health support has been added to the No one Left Behind hubs across the City, and a further 100 places made available. The Kickstart scheme and Edinburgh Employment Recruitment Incentive will ensure that young people have access to employment opportunities across the City.
 - **Modern Apprenticeships:** 1,192 people from Edinburgh began a Modern Apprenticeship in 2020-21, with comparatively high proportions of people with disabilities (20.4% compared with 13.0% across Scotland) or from a BAME background (7.4% compared with 2.7%)
 - **Employment support for parents:** 9 new projects started in 2021 focussing on parents' specific employment needs and most include

welfare rights. They range from the **Datakirk** programme, supporting parents from an ethnic minority to achieve careers in data to WorkSpace, working with parents in South-West Edinburgh to achieve their employment goals.

- Additional funding was received from Scottish Government to extend the programme to parents who are disabled, who are under 25, and those who have children in nursery. Early feedback shows that some parents who speak English as a second language struggle with words used in applications and interviews. As a result, the local authority and Edinburgh College are developing an English for Employability Course.

Case Study: Edinburgh Employability services catering specifically for priority groups

Lone Parents – Community Renewal's service Next Step partners with One Parent Families Scotland to provide a bespoke service for lone parents.

Families where there is a disability – **Progress for Parents** supports households where there is a disabled child and has a dedicated welfare rights officer. **Progress for Disabled Parents** works with families where one or both parents have a disability. **Project Search** is a 12mth programme offering young people with disability work experience, accredited education and job coaching.

Minority Ethnic – a high % of parents engaging with PESF projects are from minority ethnic backgrounds. Developing an ESOL for employability course, Datakirk works with minority ethnic parents to improve their digital skills.

Youngest Child under 1 – Canongate Youth is working with the NHS's Family Nurse Partnership to offer youth-work focussed employability support to new young parents

Older People – new redundancy support projects delivered by Cyrenians and Access to Industry are supporting people aged 50+ to retrain and regain work after redundancy.

People who are Homeless – Access to Industry's Encompass project is a holistic and supportive service for people needing more intensive and joined up support.

4.3 A decent home we can afford to live in

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

Edinburgh Poverty Commission

The challenges

- Increased demand for social housing – number of active bidders increased from 7,099 to 7,213 in the last year
- Increase in the number of households in temporary accommodation and the proportion in unsuitable accommodation (22% to 25%) as a result of the ongoing Covid-19 pandemic, including accommodating people who may be ineligible for service, in response to public health requirements.
- Continued improvements needed to housing services, including repairs and maintenance.

Progress in 2021

- New investment in homelessness prevention services with the recruitment of 28 additional officers to trial new ways of working to prevent homelessness, and reduce the number of households in temporary accommodation
- To date preventative services have supported over 300 private rented tenants and 30 council tenants to avoid eviction and homelessness
- £41.45m Council investment in building new homes
- External fabric improvement to more than 470 Council homes 7 Neighbourhood Environmental Projects

Priorities for 2022

- Delivering a new Tenant Participation Strategy to improve the way tenants can influence the services they rely on
- Continuing work to influence Scottish Government to ensure Edinburgh has the funds it needs to meet its housing crisis
- Consultation on Short Term Let control zones
- Developing a new pilot to provide psychological support embedded within Homeless Accommodation services

Edinburgh is a growing city and one of the most highly pressured housing markets in the country. The average house price is around six times the average gross annual earnings in the city, making it the least affordable city in Scotland to buy a home. Edinburgh Poverty Commission estimated that 22,600 people in Edinburgh are pushed into poverty by the cost of housing alone.

Actions delivered in the past 12 months include:

- **Increasing the supply of affordable housing.** In 2017 following the formation of the Capital Coalition a commitment was made to develop a programme to build at least 10,000 social and affordable homes over the next five years, with a plan to build 20,000 homes by 2027. At 31 March 2021 6,300 homes had been approved for site start and 4,572 affordable homes had completed. The forward plan for delivering affordable homes is set out in the Strategic Housing Investment Plan (SHIP). The SHIP is updated annually and submitted to Scottish Government. The 2022-28 SHIP is due to be considered by Housing, Homelessness & Fair Work Committee in November. During the pandemic (2020/21) the Council and RSLs continued to deliver new affordable homes.
- **Affordable Housing Contributions:** Engagement with the private sector is underway to further increase affordable housing delivery, and the Council is seeking to increase the minimum affordable housing contributions from developers from 25% (the nationally recommended level) to 35%, in recognition of the unique pressures on housing in Edinburgh.
- **Short Term lets:** Responding to the challenge of short term lets (involving an estimated 14,000 properties in Edinburgh), the Scottish Government is currently consulting on the regulation of short term lets – this was delayed by the Covid pandemic. Separately, the Council is proposing to introduce a short-term let control zone covering the whole city, where property owners would need planning permission to operate short term letting^{xxi}. This would be subject to public consultation with the city’s residents, before a final proposal is sent to Scottish Government ministers.

The last 12 months have seen:

- Delivery of 101 new Social Rented homes as part of the Council’s housing strategy, and 252 in total (including other RSL new social rented homes)
 - A significant reduction in the number of households assessed as homeless (3,355 to 1,934)
 - The number of people sleeping rough in Edinburgh has been reduced from an approximate 80 – 120 on any one night before the pandemic to 10 or less, through partnership working to ensure that there was accommodation available for everyone.
 - Total savings of more than £168,000 for Council Tenants supported by the Energy Advice Service
- **Improving housing quality:** During 2020/21, Council investment in existing homes and estates focused on improvements to external and communal areas in the buildings to support social distancing measures. This included the delivery of external fabric improvement to more than 470 homes, new door entry systems to 250 blocks and 7 Neighbourhood Environmental Projects.
 - The Council’s **Housing Service Improvement Plan** is continuing to drive a wide range of improvements including^{xxii}:
 - The new EdIndex website, which went live at the end of January 2021, providing information on how to apply for social housing and other affordable housing options. The website also provides an ‘accessibility tool’ to assist applicants with specific needs.
 - The repairs service, which remains a key priority, with a focus on the complaints handling process and developing enhancements to communication platforms
 - Rent payment information available online, standard rent communications with flexible direct debits are continuing to be promoted as the preferred secure payment method
 - Supporting people in rent arrears: new notices of court action served are reviewed by a multi-disciplinary team to find solutions to prevent further formal action which might risk homelessness
 - **Reducing costs:** The Council also delivers services to help reduce tenants’ living costs. For example, the Energy Advice Service engaged

with 790 tenants in 2020/21, with total savings of more than £168,000, averaging at £213 for each tenant who was involved.

- **Digital inclusion for Council tenants:** The Council is working in partnership with CityFibre and Openreach to provide super-fast fibre broadband infrastructure to all of our council own homes. This will give tenants the ability to choose from over 600 different broadband providers, ensuring they have access to the best deals without any set up costs. To date, 8,917 homes have been connected and CityFibre expect to have completed their build by the end of 2024.
- **Homelessness prevention:** Significant progress has been made over the last year in implementing Edinburgh’s **Rapid Rehousing Transition Plan** (RRTP) which includes actions to prevent homelessness, transform temporary accommodation and move away from the use of unsuitable accommodation, support people to access settled accommodation as soon as possible, and reduce the number of people rough sleeping in the city^{xxiii}. The main developments include:
 - Multi-Disciplinary Team set up to support Council tenants who are at serious risk of court/eviction action and are not engaging with their locality Housing Officer. Of the initial 19 tenants facing court, 16 (84%) have now engaged in support, and a further 14 have since been referred
 - Since March 2020, the Council’s Private Rented Sector (PRS) Team have assisted 324 households at risk of homelessness, with homelessness prevented for 225 of these; as well as supporting 99 households who were already homeless to secure another tenancy.
 - The Council’s new Private Sector Leasing (PSL) contract, which started in April 2020, provides self-contained temporary accommodation for homeless households. New models of temporary accommodation continue to be developed such as supported lodgings.
 - Despite the introduction of safe working during the pandemic, Registered Social Landlords (RSLs) were still able to achieve 54% of lets to homeless households (target of 50%) with Council achieving 69% (target of 70%) during 2020/21.

- Additional capacity for 10 housing assistants has been secured in Homelessness Prevention and Housing Options and will support the work to reduce the number of households in temporary accommodation.

Wider support for homeless and vulnerable people is provided in partnership across the Council, the Health and Social Care Partnership, the NHS and the third sector (the Cyrenians and Streetwork) and includes:

- The Milestone Intermediate Care Unit established in April 2020 to provide support for people to be discharged from hospital or to prevent for people with complex needs from being admitted. It is funded by the Edinburgh Health and Social Care Partnership
- The Street Pharmacy project has been established to provide ongoing support to people with complex, long term needs, both in tenancies and temporary accommodation.

Case Study - Multiagency, holistic approaches to health and social care crucially remove barriers for people with limited trust in mainstream services.

One 42-year-old man with a history of rough sleeping and drug dependency was struggling to maintain temporary accommodation

Not registered with a GP, he exhibited multiple physical and mental health issues, including malnourishment.

A multi-agency support approach

Helped to register with a GP, the man was supported and encouraged to attend the Edinburgh Access Practice, but remained reluctant to do so. In response, health care continued on the street, including prescriptions for minor ailments, advice about COVID and harm reduction information, treatment and support relating to substance use.

Social support provided focused on accessing accommodation.

The outcome

The man is now housed in long term accommodation and managing tenancy well with visiting housing support. He is on a methadone treatment programme for drug dependency and no longer begging.

4.4 Income security that offers a real lifeline

“Too many people in poverty in Edinburgh are not aware of, or able to access all the support to which they are entitled.” - Edinburgh Poverty Commission

The challenges

- A doubling in demand for crisis grants, from 17,000 to 36,000 grants in the past 12-18 months
- An estimated 20,000 people in food crisis annually pre-pandemic
- 34,000 Edinburgh families expected to be affected by the planned loss of £20 Universal Credit uplift in October 2021, including 15,000 families with Children. Total financial loss estimated at £35.4m per annum for families in receipt of Universal Credit.

Progress in 2021

- Expanded capacity of Council Advice services and improved integration with housing and homelessness services
- Full benefits check and income maximisation support now being offered to homeless applicants and council tenants at risk of eviction as standard
- Additional investment in Maxmise! Programme in schools and other settings.
- Review of city-wide advice services commissioned

Priorities for 2022

- Deliver on recommendations of the city-wide advice review
- Increase focus of advice and income maximisation support for care experienced groups in support of The Promise
- Develop Maximise to better meet the needs of Black and Ethnic Minority Communities (led by the Capital City Partnership)
- Development of new options to improve access to affordable credit

Over the past year, throughout Covid restrictions, the Council continued to provide a wide range of crisis services, including financial support (crisis, hardship, low income and self-isolation payments, winter, spring and summer hardship payments for children receiving free school meals), welfare advice, face to face support through Council Resilience centres, extended free school meal provisions and provided school clothing grants, support for school breakfast clubs and food provision.

The Covid pandemic led to a substantial increase in demand/provision of Scottish Welfare Fund crisis grants and self-isolation support grants (from 50-900 per week). The Council embedded a cash first approach to support, including working with Food Banks to bring consistency and a process where people who need support will apply to the Council for the Scottish Welfare Fund first and then referred to a food bank.

- **Review of Advice services:** A single city-wide review of advice services is being led by the Edinburgh Partnership, responding to the current position of fragmented services of varying standards and quality. The first stage is an independent review of current arrangements, and this is expected to be completed in January 2022. The 20-minute neighbourhood approach which is under development aims to ensure that people have easy access to the information and advice that they need.
- **Money, debt and welfare advice:** The Council’s Advice Shop has continued to deliver high quality money, debt and welfare advice, assisted around 3,800 people to make 1,800 claims for benefits, dealt with over 500 disputes about benefit decisions, dealt with nearly £600,000 of personal debt and achieved over £8.8m in financial gains for clients. A key development has been funding for additional capacity within the Advice Shop (nine posts, all to be in post by October 2021) to work with the Council’s housing teams to prevent evictions from CEC properties for rent arrears and to support people with financial need to maintain their tenancies. All of these clients are given full benefits check and income maximisation.
- **Advice guides:** Supporting people by helping them to understand how and who can help them is key to securing income that offers

them a real lifeline. The ['Worrying about Money?'](#) Guide for Edinburgh helps frontline staff and volunteers, and those with financial insecurity, to identify and access appropriate financial support and advice. The guide has distributed widely: at local food banks, to partners in the third and voluntary sector, and the public sector workforce, by the Council with any communication about money owed, and through a poster version, funded by Home Energy Scotland for supermarkets in targeted area. The resource is currently being translated into a variety of languages.

The last 12 months have seen

- Council's Advice Shop achieve an average financial gain of £2,325 per client supported
- Increases in applications for crisis grants (16,367 to 35,923; a 119% increase) and community care grants (5,337 to 8,320; 55%)
- Increases in free school meal payments (5,950 to 8,828; 48%) and school uniform grants (5,337 to 8,301; 56%)

Welfare rights advice is delivered in a range of setting including GP surgeries, hospitals and schools, ensuring that the right support for people throughout their lives including early years (e.g. support for new mothers and families), unpaid carers, people with particular health conditions and disabilities, as part of support for employment and for people and families at risk of homelessness. Providing a holistic, person-centred, embedded service is a key. There are a wide range of providers and models including:

- A new welfare advice service at the **Royal Hospital for Children and Young People** in Edinburgh, delivered by the Community Help and Advice Initiative (CHAI), giving easy access for families across Lothian to independent and confidential advice and support on income maximisation, benefit entitlement, debt, employment and housing.
- **Housing Associations**, for example Dunedin Canmore Housing which provides a holistic wrap around service for its customers including

housing and homelessness support, advice on welfare rights, money, debt and home energy, employability support and digital inclusion.

- Support for people with **health conditions, disabilities and informal carers**: e.g. Grapevine, FAIR, VOCAL and the Action Group's Black Asian Minority Ethnic Advice Service – recognising the additional pressures and barriers people in these groups can experience, providing advice and support on: disability benefits, finance, transport, housing, self-directed support, community care, employment/education, and access issues.
- NHS Lothian, CHAI, Edinburgh Health & Social Care Partnership have been working with the Improvement Services to improve outcomes for children and families who are supported by health visitors. Health visitors were uncertain about where and how to refer families for support with finances, given the diverse range and quality of services in the city. The aims are to support health visitors to increase the number of families in South East and North West Edinburgh accessing financial advice.
- **The Capital City Partnership** have received Regional Recovery Fund monies to explore how a **Community Wealth Building** approach could support recovery from the pandemic and ensure that decision-making on funds were made by the communities in most need. Funding is being used to support a Community Wealth Building officer to work with the **Go Beyond** network of voluntary organisations in South West Edinburgh to build on their pandemic response and make lasting change.

Case Study: Affordable credit

A short life working group on affordable credit was set up with broad representation from the Edinburgh Health and Social Care Partnership, NHS Lothian, Edinburgh HSCP (Public Health), Edinburgh Council Advice Shop and Citizens Advice Edinburgh. The group worked to develop a response to the Edinburgh Poverty Commission's recommendation that: *"the Edinburgh Partnership should make available new long-term investment to expand the availability of and access to affordable credit in all parts of the city through examples such as Scotcash and the credit union movement."* The group mapped options and have developed recommendations paper for consideration by the Edinburgh Partnership.

4.5 Opportunities that drive justice and prospects

“Inequality in Edinburgh is most apparent in the way that the availability of opportunities to progress in life depend on your income and where you live in the city.” - Edinburgh Poverty Commission

The challenges

- 71.7% of all secondary school leavers achieved a qualification in both literacy and numeracy at SCQF level 5. But only 51% of those from deprived areas achieved at the same rate.
- 14% of secondary school students recorded low attendance pre-pandemic
- Concerns over the long-term impacts of pandemic on learning, outcomes, and the poverty related achievement gap.

Progress in 2021

- Expansion of early years and intensive family support programmes
- Edinburgh Learns for Life driving long term improvements needed to close the attainment and achievement gap.
- Progress in establishment of Learning Communities to make sure that children living in poverty receive early intervention and holistic support
- Development of Locality Operational Groups to improve partnership responses

Priorities for 2022

- Priority areas are agreed for 2021-22 include: approaches to improving attendance; counselling and wellbeing interventions; support for digital connectivity; and literacy and numeracy interventions to close poverty-related attainment gaps
- New post established to support schools to implement the learning community approach
- Ongoing development of ‘Edinburgh’s Promise’

Addressing inequality in education outcomes is one of the clearest challenges set to the city by the Edinburgh Poverty Commission. The Commission’s final report found that education in Edinburgh is more polarised than anywhere else in Scotland and that despite the significant efforts evident to close the attainment gap, the city has is making slower progress than many other areas in Scotland over a number of years.

Progress during the past 12 months has been guided by the **Edinburgh Learns for Life strategy**. This approach recognises that to improve opportunities for all, actions need to extend beyond school buildings and that ingrained issues such as poverty, diversity and inclusion can only be tackled through long term planning, determined leadership and stronger cohesion with other council services. Key steps during 2020/21 include:

- **Expansion of early years support** so that all 3- and 4-year olds and all eligible 2-year-old have access to 1,140 of childcare from August 2021. Around 10,500 children receive early learning and childcare in Edinburgh.
- **A doubling of the number of practitioners available to support Home Learning**. The Council’s Parents Early Education Partnership Programme (Peep), supports parents to be engaged in their child’s learning through a variety of play experiences. Feedback from parents, children and staff has been very positive in particular around transitions.
- **A new Intensive Family Support service** developed in North Edinburgh to tackle child poverty. Early years staff work with the Maximise! team and parents to access family support, maximise income and consider opportunities to volunteer, develop skills, training or employment.
- **A new Teachers Charter** established to ensure teachers have the enhanced level of skills necessary to support young people to reach their full potential. The target over the next three years is for all teaching staff to achieve this level.
- Development of the **Leadership for Equity** professional learning programme designed to support changes in attitudes and perceptions about poverty. There are two sets of training: one for people in a leadership role, and one for class teachers, with 40 people from each attending this year.

- **The 1 in 5: Raising Awareness of Child Poverty programme** continues to support culture change and building knowledge and awareness. Over 74% of schools have participated and following training, 80-90% of staff involved were more aware of poverty and its impacts and felt more able to make changes needed to tackle stigma and reduce costs of school.
- Progress in work to **involve learners in designing their environments and courses**. Schools are being asked to ensure that young people have opportunities to lead their own learning so that it best reflects their lives, circumstances and interests - this includes pupils who are care experienced, from BAME communities, those who have additional support needs, and those who experience poverty.
- **Pupil Equity Fund investment** during 2020-21 meant that during the school building closure period January-March 2021, all households with children attending primary or secondary were provided with at least one electronic learning device if they did not already have one. Funding was also used to reduce the cost of the school day (wider achievement activities, school trips, the cost of classes e.g. Art and Design and Photography as well as clothing and essentials, and breakfast clubs).
- **Progress in developing pathways beyond school for both academic and vocational career paths**. Progress over the last year has included:
 - Targeted support for young people at risk of negative destination through JET (Job Education Training), which provides extended work placements and tailored support
 - Developing the Young Workforce (DYW) co-ordinator posts started in January 2021 aiming to have them in all of the Council's secondary schools by Christmas 2021. Co-ordinators engage with local employers to provide more work-based learning activities; and work closely with SDS (Skills Development Scotland) career advisors and pupil support to share information about opportunities
- **Progress in establishing learning communities**: The Learning Communities approach has been developed over the last year to help school and other community leaders to work together to improve outcomes for learners and to make sure that children and families living in poverty receive early intervention and holistic support. Learning communities include high schools, primary schools, special schools and

early years, as well as services and resources within the whole community (including police, health and housing), forming a network of collaboration and support. This approach aligns with the Council's Business Plan, and future schools will be planned according to the principles of a 20-minute neighbourhood.

Youth Work Partnership working between the Council and LAYC , which supports community-based youth and children's work in Edinburgh has included:

- Training opportunities for youth and children's workers, based on a needs analysis with the sector (including sexual health, mental health and wellbeing, substance use, child protection, autism awareness, LGBT and trauma informed practice).
- Training was co-delivered with a range of partners (Youth Scotland, Edinburgh and Heriot Watt Universities, Zero Tolerance, Healthy Respect, NHS Lothian, LGBT Youth Scotland)
- Young people's consultations used to inform planning.
- Ongoing work to build the evidence base on the impact of community-based youth work to improved outcomes for children and young people.

The recently launched Youth Navigator service provides **joined-up hospital and community youth work** to support young people with some of the life challenges that can bring them into contact with health services. Such times are 'reachable moments', when people are more open to accepting support. The Youth Navigator works alongside the medical and nursing staff to make sure that those important opportunities are not missed. The partnership for delivery includes NHS Lothian, Edinburgh and Lothians Health Foundation, and Medics against Violence (a charity founded and led by senior clinicians) and is based in the Royal Hospital for Children and Young People and St John's Hospital, Livingston.

Mentoring: recognising that young people benefit from mentoring support from a trusted individual, there are a variety projects in place in the City to provide this - MCR Pathways, Intercultural Youth Scotland and Light up Learning provide in school support; Working Rite, Move On, Rock Trust and Project Scotland offer mentors to those who are post-school.

4.6 Connections to a city that belongs to us

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

The challenges

- Continuing impacts of Covid on social isolation, and access to support
- Increasing dependence on digital access to support and services, and resulting rising impacts of digital exclusion
- Cost and accessibility of public transport as a continuing barrier to employment, learning opportunities for people in poverty.

Progress in 2021

- New Council commitment to establishing 20-minute Neighbourhoods, with investment in core team to lead development and community engagement in the process
- Launch of new City Mobility Plan with actions to improve access to affordable transport
- Cross service action to improve availability of devices, affordable broadband, and skills to address digital exclusion for families.

Priorities for 2022

- As part of the ‘Empowered Learning’ project, a digital device will be provided to all pupils from P6 to S6 and all teachers, as well as devices in P1 to P5 classes and Early Years settings – a total of 39,000 iPads
- New collaboration between schools, lifelong learning services and Edinburgh College to help adults in poverty improve digital skills

Throughout the pandemic, people in Edinburgh found greater value and strength from within their communities. From countless examples of neighbourhoods working with and helping each other to the vast numbers of volunteers giving up their time for those most in need, there has been no shortage of evidence of the power of community in this city.

To build on this experience, new programmes of work in Edinburgh began during 2021 to learn from and to ensure that the linkages established in response to the Covid crisis are strengthened.

The Council’s commitment to establishing **20 minute neighbourhoods** is one such example, and a direct response to the call to action from the Edinburgh Poverty Commission to *“put the 20-minute walking (or ‘pram pushing’) distance principle at the heart of designing all neighbourhoods in Edinburgh”*.

The **20-Minute Neighbourhood** model aims to support development of:

- sustainable, safe and resilient neighbourhoods where residents have equal access to most of their daily needs
- changes in ways of working to ensure citizens can build trusted relationships with the services they rely on in the places they live
- support for local economies and businesses who can not only provide for the daily needs of their communities but also create employment opportunities
- enhanced voluntary sector facilities, services and networks, which bind our communities together and enhance social capital through voluntary sector hubs
- high quality placemaking in our town and local centres, where accessible green and/or open spaces are provided
- sustainable onward travel so that services out with a 20-Minute Neighbourhood can be easily accessed, and
- Digital connectivity and skills that provide everyone with access to services online or a ‘5-second neighbourhood’ where they need it.

In support of this approach to placemaking, a new **City Mobility Plan** was approved in February 2021 after a period of extensive consultation. The plan addresses the challenge of reducing carbon emissions and how people, goods and services move into and around the city. It also addresses air quality, congestion, accessibility and inclusion, cost of travel and convenience of payment, safety and how to create space for people.

During this year, options for sustainable ways to travel have been explored. Options include public transport, shared mobility and demand responsive transport (DRT) for areas with no regular bus service. Funding and partnerships are being explored and the Council's Public Transport Team has been preparing for the introduction of the Scottish Government's new concession for **free bus travel for people aged under 22**.

Digital connectivity has become an absolute necessity during the past 2 years in response to the pandemic, both to access services or learning, and to maintain relationships with the community. Support to improve connectivity has been provided by a range of Council services over the past year, including libraries, lifelong learning services, Council housing teams, and schools.

Edinburgh Libraries provide an important resource for people who do not have access to a digital device or WIFI as well as access to a wide range of learning materials as well as information and further sources of support. Progress over the last year has included:

- Expanding the range of materials available online offering people access from their homes, in response to Covid restrictions.
- Training and upskilling opportunities for library staff so that they can provide support and guidance to library users.
- Training and support on accessing digital materials is also available for library users, including remote support by telephone

The Council's **Lifelong Learning service** has provided a wide range of support to enable people to continue to learn during Covid restrictions including:

- Supporting to families with English as a second language to access online learning from schools, including help to set up of emails

- Providing an online resettlement programme to 70 refugees
- Providing adult learning online, and supporting those without digital access by providing the materials directly
- Youth work teams supporting young people online with a focus on the most vulnerable to support their health and wellbeing and to provide online learning opportunities

Within housing, the Council is working in partnership with CityFibre and Openreach to provide **super-fast fibre broadband infrastructure to all of our council own homes**, which will allow tenants to choose from over 600 different broadband providers, ensuring they have access to the best deals without any set up costs. To date, 8,917 homes have been connected and CityFibre expect to have completed their build by the end of 2024.

Key activity in schools over the last year to support learners included:

- Throughout the pandemic, digital devices were procured and supplied so that schools were able to supply a device to any pupil who has no access to one at home, in the event of lockdown or self-isolation. MiFi units were procured and supplied to all pupils who had no internet access at home.
- **The Empowered learning Programme** has been created, aiming to provide a world class digital environment for all Edinburgh schools, and a digitally skilled workforce, delivering a more strategic, robust service to address the challenges of inequity and improve attainment levels across the schools.
- Three Empowered Learning Development Officers have been appointed to support teachers to develop effective ways of teaching using digital technologies to improve engagement, inclusion and attainment

4.7 Equality in our health and wellbeing

“Covid has shown more clearly than ever the causal link between poverty, ill health and premature death. ... services everywhere will need to respond as we expect to see a rising tide of poverty.” -
Edinburgh Poverty Commission

The challenges

- Continuing impacts of Covid on health and wellbeing inequalities
- Increasing evidence of links between poverty and mental health outcomes
- Ongoing concerns over food insecurity in Edinburgh

Progress in 2021

- Continued emergency support for citizens experiencing poverty and hardship during Covid-19 lockdowns
- Additional testing and vaccination support in place for people in vulnerable groups
- Expansion of Discover! programme to support 671 families and 1,346 children covering all localities (a more than doubling of reach for the programme)
- Development of the Thrive Edinburgh Action Plan and the Edinburgh Pact

Priorities for 2022

- Establishment of a new Edinburgh wide approach to ending food insecurity
- Work with Educational Psychologists to determine impact of Discover! over time and develop resources to further support children, families and schools
- Continue development of the Edinburgh Pact

Inequalities develop over a life course as the result of ‘systematic, unfair differences in the health of the population that occur across social classes or population groups’. The ‘fundamental causes’ of health inequalities such as power and wealth affect the distribution of wider environmental influences such as the availability of jobs, good quality housing, education and learning opportunities, access to services, social status (see Figure 2). This results in differences in individual experiences of, for example, discrimination, prejudice, stigma, low income, and opportunities.

It is for these reasons that eradicating poverty in Edinburgh is a critical step towards minimising inequalities in health and wellbeing, and why all of the actions already cited in this report have a key part to play in improving health outcomes for the poorest and most vulnerable people in the city.

In addition to addressing the income related aspects of poverty, however, the Edinburgh Poverty Commission also made specific calls to action relating to health and services to improve wellbeing. Responses to these calls to action during the past 12 months have included:

- **Immediate support for vulnerable people during Covid crises.** The Council worked in partnership with key agencies - Edinburgh Voluntary Organisations Council (EVOC), Volunteer Edinburgh and ongoing engagement with local foodbanks, homelessness agencies and representatives from the Edinburgh Poverty Commission - to deliver a network of crisis support to tackle the impacts of Covid 19.
- **Support for wellbeing** included Council staff making regular phone calls to people who were self-isolating to check if anything was needed. There was also a phone line for vulnerable people and those who were self-isolating to access a wide range of support and advice.
- **Emergency food support:** The Council also supported people to access food, with a network of food provision/deliveries introduced across Edinburgh. EVOC, local foodbanks and the Council have continued to work together throughout the pandemic to deliver food packages and essential supplies.
- **Covid testing and vaccination support:** A multi-agency (NHS/CEC and third sector) Enhanced COVID Response group has been established

and is delivering work to increase access to vaccination and testing for more vulnerable or poorer communities.

The Discover! programme works with families during the school holidays to reduce food and financial anxiety, providing fun family learning to help close the poverty related attainment gap, improve health and wellbeing and reduce social isolation. It also offers a range of support and advice services including CHAI, Home Energy Scotland and Skills Development Scotland.

The programme was reshaped for summer 2021 to provide a blend of:

- live and pre-recorded online activity
- trips to local and country parks with activities and picnics
- bus and train tickets for families to plan and make their own trips
- 236 Junior Award Scheme for Schools (JASS) packs for participating pupils to gain accreditation via Discover activities

During the six weeks of summer 2021, between 320 and 345 boxes with food, ingredients, utensils and art/craft activities were delivered each week of the holiday. Weekly outings were organised, attended by around 40 adults and 70 children each time. The private Discover! Facebook page, developed during Covid, had 28 new members, and had between around 250 and 360 active members per week.

Thrive Edinburgh aims not only to reduce the toll of mental illness, but also promote and protect the citizens of Edinburgh's mental health, resilience, self-esteem, family strength, and joy^{xxiv}. It aligns with the priorities of the Edinburgh Poverty Commission. Thrive Edinburgh provides EHSCP and the Children's Partnership with a robust framework to deliver improvements in mental health support. Elements of the transformation programme and the Thrive action plan will include:

- Building resilient communities and a place to live
- Get help when needed – reducing barriers to accessing help
- Closing the inequalities gap and rights in mind - addressing the structural determinants of poor health at an individual, family, community, and city-wide level

The Edinburgh Pact is being developed and will be an agreement between the Edinburgh Health and Social Care Partnership and everyone who lives and works in Edinburgh. It aims to radically transform the way that Edinburgh delivers its health and social care services to prevent crisis and support people to manage their health and personal independence at home and to make sure that age, disability, or health conditions are not barriers to living a safe and thriving life in Edinburgh.

This will be done through better collaboration between healthcare providers and local communities and by working closely with the council's housing and homelessness services. Development is closely aligned with the development of the Council's 20 minute neighbourhoods and the prevention model.

Case Study: Stepping Stones

Stepping Stone's new service, providing mental health and emotional support for children and young people, started in May 2021 and within a four-week period saw over 10 referrals into the service for support for children and young people across the North West locality. They also provide one to one mental health and wellbeing support for parents, providing them with consistent support to make positive changes in their life. Feedback includes:

- 58% of families report feeling less isolated and better able to seek support from family, friends, and their community.
- 65% of parents and carers are better able to maintain a warm and secure relationship with their infant.

Stepping Stones services provide additional support for some of the most vulnerable families in our caseloads. The services cover a wide variety of additional needs including poverty, poor mental health, families in isolation and families in crisis. We have an excellent working relationship with the staff in these services and their knowledge-based approach is invaluable. We receive very positive feedback from the families using the service – Health professional

Case Study: The response of Edinburgh's Third Sector

EVOC, Edinburgh Social Enterprise (ESE) and Voluntary Edinburgh (VE), work in partnership as a Third Sector Interface (TSI) to be key strategic contributors to meeting the challenge presented by the Edinburgh Poverty Commission calls to action.

EVOC activity during the last 12 months has included:

Distribution of COVID funding: distributing national funding (hundreds of thousands of SG funding) for local community groups to support recovery, working with local trusted and responsive community and voluntary organisations able to reach those communities and individuals most affected by the pandemic and at risk of poverty.

- An example was the 'Supporting Communities' Covid funding to improve mental health and wellbeing of local communities, and staff and volunteers. Organisations provided an incredible range of activities, counselling, delivering activity packs, self-care seminars, peer support, delivering medicines and internet access, reducing isolation.

Children's & Families Network: Each of Edinburgh's localities now has their own Locality Operational Groups (LOGs), bringing together public and voluntary sector reps to consult on referrals.

- More than 30 voluntary sector staff had rep roles in the LOGs this year. The LOGs formed a 'Digital Needs' group, with our sector and CEC to tackle digital inequalities, equipment, skills and access. Through this new way of working partners were able to reach those children and families most affected by the pandemic and at risk of poverty.

H&SCP Older People's Services: EVOC worked with sector providers of services for older people on specific support for reopening/recovering services post-COVID, addressing social isolation amongst older people, and also able to reach those older people most affected by the pandemic and at risk of poverty.

Covid Directory and Map: EVOC developed a directory of Edinburgh organisations providing services and activities as a direct result of the pandemic and/or specifically changing delivery models was developed with CEC Planning Dept colleagues utilising a GIS mapping platform to visually present coverage. Alongside this, in 2021 EVOCs Red Book, redesigned in 2020, is mapping the reopening of services across the city.

Food Co-ordination and Funding: From April 2020 EVOC coordinated and delivered the Edinburgh Covid-19 Food Network which worked closely with City of Edinburgh Council and Volunteer Edinburgh to develop a network of food provision/deliveries and additional practical support across Edinburgh. This work has been undertaken in two phases.

- Phase 1: between April 2020 and December 2020 saw approximately 30 organisations across the city started a food response independently. EVOC moved swiftly to support them, as they were best placed to reach those communities and individuals most affected by the pandemic and at risk of poverty. During this phase we provided a week's supply of food to a total of 3,748 people across 2,373 households (61,152 meals as food parcels and 1,652 pre-prepared meals for those who might be less able to manage a food parcel).
- Phase 2: between December 2020 and July 2021 streamlined the service – supporting three local agencies to act as local hubs to distribute food boxes and/or prepared meals to vulnerable people across the city. These agencies worked with multiple local partners. Key local partners worked with people referred to get help to maximise benefits, conversations with employers about furlough and addressing housing needs as part of a poverty prevention and 'no wrong door' approach. During this phase we provided a further 45,864 meals as food parcels and 3,654 pre-prepared meals to a total of 2,446 people across 1,048 households.

Vaccine engagement: TSIs worked across Lothian to work together to tackle vaccine hesitancy, as our networks were able to reach those communities and individuals most affected by the pandemic and at risk of poverty.

As vaccine roll out progressed, and following the JCVI guidance, NHSL public health colleagues contacted TSIs across Lothian to tackle vaccine hesitancy and promote vaccine confidence

A focus on groups or communities that faced barriers (e.g. homeless people, BAME people, carers, travelling community) and poorer geographical communities with high travel costs

Edinburgh Social Enterprise: ESE supported social enterprises in the city during Covid as these agile organisations were often able to reach those communities and individuals most affected by the pandemic and at risk of poverty. Some social enterprises were part of the food response, with EVOC. They also got support from ESE with their challenge of a huge loss of income, from enterprising customer facing activities disappearing overnight. Edinburgh Social Enterprise supported organisations to stay resilient, as they are and will be much needed.

Volunteer Edinburgh: VE created a new Community Taskforce Volunteer team to assist with practical tasks with a time limited approach, throughout Edinburgh, resulting in a new engaged team of 400+ of volunteers.

The focus was on occasional and time limited tasks, such as support after hospital discharge, prescription collection and deliveries, walking dogs on a short-term basis, tidying gardens, 10-minute doorstep chat, accompanying people to do some shopping or go to an appointment.

We have an amazing success in going on shopping trips with a shopping list for people that cannot go to the shops to buy for themselves. The Volunteer Centre was able as part of that to reach those communities and individuals most affected by the pandemic and at risk of poverty.

Appendix 1 – End Poverty in Edinburgh Delivery Plan, 2020-2030: Details of progress against actions

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Introduction

The City of Edinburgh Council End Poverty in Edinburgh Delivery Plan was agreed at Policy and Sustainability in December 2020. It spanned 11 priority actions to be delivered during the first 12 months to set the foundations towards ending poverty in Edinburgh, and 44 actions identified through existing or forthcoming mainstream Council plans and strategies.

The delivery plan spans the ten years to 2030, and the actions have a range of timescales. The Poverty Commission's expectations for delivery were:

- The first 12 months (2021) should be period of delivering actions that can be implemented immediately, and building the foundations for future action
- The period 2022-24 should one of delivery and acceleration of progress, and
- The period 2025-30 should be sustained progress and measurable impact.

In June 2021 the Council approved a progress monitoring framework including contextual and delivery measures, performance indicators and targets against which progress in delivery of the End Poverty in Edinburgh plan would be assessed over time. The framework is intended to be flexible and responsive, recognising that targets and actions may need to be reviewed to respond to events, circumstances and emerging evidence.

Part 1 of this annex builds on the main report by providing a specific update for each action in the plan, highlighting progress delivered in the 12 months to September 21 and priorities for action during 2022.


A progress status has been applied to each action, adopting a standard four point progress scale of '**completed**' (indicating actions which have defined close points that have been delivered), '**on track**' (indicating actions for which all expected milestones or delivery points have been met to date), '**in progress**' (indicating actions which are in the early stages of development, or which represent areas with challenges to delivery), '**not yet started**' (indicating actions which are planned for implementation in years 2-3 of the delivery plan).



This symbol is used in the table to highlight those actions which are planned to have a **direct impact on child poverty** by increasing family incomes, reducing costs, improving longer term opportunities and by improving wellbeing in the family. All other actions in the plan can be considered as contributing indirectly to reduction of child poverty by acting on issues that affect people of all ages, including housing costs, access to good jobs, access to social security and other supports.


Part 2 of the annex provide latest available updates of data against each of the indicators developed for this framework. Given time lags in data gathering and reporting, the framework set targets for indicators for year 2 of the programme onwards, so no assessment of progress against data targets for year1 has been provided in this report. As such, updated information is presented here for context and information only at this stage. This element of the monitoring framework will provide a clearer picture of progress in next year's annual report.



PART 1. Progress with actions


1. Priority actions for 2021	Progress and next steps	Status
1. Design and implement a new service model for people focused Council services aimed at preventing poverty and its outcomes.	<ul style="list-style-type: none"> Council Business Plan commitment to long term change project confirmed in February 2021 Council investment of £1.2m for new prevention team to take forward design and implementation of service change confirmed in Spring 2021, with recruitment commencing in Autumn 2021. <p>2022 priorities</p> <ul style="list-style-type: none"> Complete team recruitment. Establish and launch tests of change in alignment with 20 min Neighbourhood and other citywide change projects. 	On track
2. Further develop people-centred income maximisation, family and household support services.	<ul style="list-style-type: none"> Council investment of additional capacity for Advice Shop and Maximise! service confirmed in Spring 2021 Commissioning process begun for Edinburgh Partnership funded independent review of current advice and income maximisation services <p>2022 priorities</p> <ul style="list-style-type: none"> Complete advice services review with recommendations for next steps by June 2022 	On track 
3. Increase awareness of poverty and encourage 'poverty proofing' of all Council services	<ul style="list-style-type: none"> Delivery of virtual '1in5' training to senior managers across the Council carried out <p>2022 priorities</p> <ul style="list-style-type: none"> Resume face to face training as a priority Deliver training to Newly Qualified Teachers as part of their probationer year Embed '1in5' awareness and poverty proofing within Prevention teamwork programme 	In progress 
4. Deliver the 'Discover' programme, to reduce food anxiety, build skills and address social isolation	<ul style="list-style-type: none"> Council investment approved for adaptation and development of the programme during 2021/22 Met ongoing increase in demand – 80 new referrals for the summer programme <p>2022 priorities</p> <ul style="list-style-type: none"> Seek approval for a Discover Co-ordinator post and continue programme development 	On track 

1. Priority actions for 2021	Progress and next steps	Status
5. Launch and deliver a new Edinburgh Guarantee for All programme	<ul style="list-style-type: none"> Programme relaunched for people of all ages; website redeveloped – comprehensive material for employers and those seeking work <p>2022 priorities</p> <ul style="list-style-type: none"> Recruit two new members of staff to progress the Edinburgh Guarantee ambition 	On track 
6. Establish Edinburgh as a living wage city	<ul style="list-style-type: none"> Multi-sector Action Group formed to support Edinburgh to become a Living Wage City; delivery plan developed and approved by Council ahead of submission to Living Wage Scotland <p>2022 priorities</p> <ul style="list-style-type: none"> Submit bid for citywide accreditation – November 2021 – and implement action plan with targets to reduce the number earning below the Living Wage 	On track
7. Continue to deliver emergency support for citizens experiencing poverty and hardship during Covid-19 lockdowns	<ul style="list-style-type: none"> Additional Council funding approved to ensure continued delivery of crisis services, including financial support, welfare advice, wellbeing checks, Council Resilience centres <p>2022 priorities</p> <ul style="list-style-type: none"> Continue support in partnership with community and voluntary sector partners 	On track
8. Seek discussion with Scottish Government on funding requirements to address housing need in Edinburgh	<ul style="list-style-type: none"> Scottish Government commitment of £234 million for affordable housing in Edinburgh from 2021/22 to 2025/26. This is an increase of £44 million or 23% more than initial allocations for the last five years. In response to a request from local authority City region partners, Scottish Government has agreed to participate in an Investment Working Group to consider funding for new affordable housing in the City Region. <p>2022 priorities</p> <ul style="list-style-type: none"> Continue to make the case for additional in-year allocations where possible. 	In progress
9. Seek discussion with UK and Scottish Government on social security policy	<ul style="list-style-type: none"> Council officers invited, as a member of the Scottish Citizens Basic Income Feasibility Study steering group, to support development of new Scottish Government Minimum Income Guarantee policy. Discussions in early stages at present. 	In progress
10. Meet with the new End Poverty Edinburgh (EPE) citizen group to agree ways of working together	<ul style="list-style-type: none"> Members of End Poverty Edinburgh (EPE) met with Elected Members in August 2021. Follow up meeting with Edinburgh Partnership Board planned for December 2021 <p>2022 priorities</p> <ul style="list-style-type: none"> EPE members will engage in priority work: housing/homelessness; prevention; food poverty 	On track

1. Priority actions for 2021	Progress and next steps	Status
11. Prepare an annual statement on the impact Council expects its budget decisions to have on the lives and experiences of people in poverty	<ul style="list-style-type: none"> No progress made during 2021/22. This work is planned for 2022/23. 	Not yet started
12. Include annual reporting on progress towards delivery of these actions within the Council's Local Child Poverty Action Reporting duty	<ul style="list-style-type: none"> Achieved via this report. 	Complete
13. Establish a dedicated Poverty and Prevention team within the Council	<ul style="list-style-type: none"> A core poverty team of four staff members was established within the Council's Policy and Insight service by December 2020 	Complete

2. Fair Work that provides dignity and security	Progress and next steps	Status
14. Maintain City of Edinburgh Council Accreditation as a Living Wage Employer	<ul style="list-style-type: none"> From 1 April 2021 City of Edinburgh Council committed to pay all staff the Scottish Local Government Living Wage (set between COSLA and Trade Unions) changing the pay structure so that 4,400 of employees in grades 1 to 3 received a pay uplift <p>2022 priorities</p> <ul style="list-style-type: none"> Deliver actions outlined in the Council's new Fair Work Action Plan 	On track
15. Establish Edinburgh as a Living Wage City	<ul style="list-style-type: none"> See action 6 above. Multi-sector Action Group formed to support Edinburgh to become a Living Wage City; delivery plan developed and approved by Council ahead of submission to Living Wage Scotland <p>2022 priorities</p> <ul style="list-style-type: none"> Submit bid for citywide accreditation – November 2021 – and implement action plan with targets to reduce the number earning below the Living Wage 	On track
16. Launch and deliver a new Edinburgh Guarantee For All programme	<ul style="list-style-type: none"> See action 5 above. Programme relaunched for people of all ages; website redeveloped – comprehensive material for employers and those seeking work <p>2022 priorities</p> <ul style="list-style-type: none"> Recruit two new members of staff to progress the Edinburgh Guarantee ambition 	On track 


2. Fair Work that provides dignity and security	Progress and next steps	Status
17. Deliver the 'No One Left Behind Edinburgh's Employer Recruitment Incentive' (EERI), helping people of all ages with the greatest barriers to employment get jobs and stay in jobs.	<ul style="list-style-type: none"> Tiered payment introduced to incentivise employer uptake which has been slow during 2020-21 as a result of pandemic Additional Scottish Government funding for Young Persons Guarantee increased capacity from 32 to 132 for 2021-22. <p>2022 priorities</p> <ul style="list-style-type: none"> Continue to promote incentive to SMEs; align to vocational training 	In progress 
18. Develop and commission a new Blended Employability Service, providing improved access to flexible employability support across the city	<ul style="list-style-type: none"> The process for awarding the contract is almost complete, with a report going to Finance and Resources Committee in October 2021 seeking approval for the contract to be awarded. <p>2022 priorities</p> <ul style="list-style-type: none"> The new service is due to start in April 2022. 	On track 
19. Deliver the Council Sustainable Procurement Strategy, and actions to increase living wage accredited suppliers	<ul style="list-style-type: none"> Real Living Wage suppliers awarded contracts increased to 79% in 2020/21 from 70% in 2019/20 Living Wage accredited suppliers awarded contracts increased, to 26% from 8% <p>2022 priorities</p> <ul style="list-style-type: none"> Deliver the Council's new Fair Work Action plan to increase living wage accredited suppliers through Council purchasing power. 	On track
20. Deliver the Council Sustainable Procurement Strategy, and actions to increase, and improve monitoring and delivery of, community benefits offered by suppliers – aiming to achieve the target of 1 FTE job with training for a person from a targeted group (where appropriate) for every £1m of procurement spending by 2025	<ul style="list-style-type: none"> All 21 contracts the Council awarded above £4m (as set by procurement regulations) in 2020/21 included community benefit requirements, plus an additional 29 contracts. Community benefits sought in 27% of regulated contracts, up from 20% the previous year. Examples of community benefits delivered include street lighting contract with Amey and the Edinburgh Trams to Newhaven contracts. New post recruited to, which will work closely with service areas and improve the reporting and delivery of community benefits. <p>Next steps</p> <ul style="list-style-type: none"> Continue existing actions, and delivery of Sustainable Procurement Strategy 	In progress


2. Fair Work that provides dignity and security	Progress and next steps	Status
<p>21. Review best practice and embed appropriate Community Wealth Building approaches into a revised Edinburgh Economy Strategy developed to drive Council actions for a sustainable economic recovery.</p>	<ul style="list-style-type: none"> Community Wealth Building workshop held by Commercial and Procurement Services with Business Growth & Inclusion and Scotland Excel, February 2021. Refreshed Edinburgh Economy Strategy consultation underway, with planned publication in November 2021. <p>2022 priorities</p> <ul style="list-style-type: none"> Embed learning from current Community Wealth Building projects into wider development and implementation of core city strategies 	In progress
3. A decent home we can afford to live in	Progress and next steps	Status
<p>22. In partnership with city stakeholders, write to and seek a roundtable with Scottish Government ministers and directors for discussion of the additional funding requirements for housing in Edinburgh the Commission highlights</p>	<ul style="list-style-type: none"> See action 8 above. Scottish Government commitment of £234 million for affordable housing in Edinburgh from 2021/22 to 2025/26. This is an increase of £44 million or 23% more than initial allocations for the last five years. In response to a request from local authority City region partners, Scottish Government has agreed to participate in an Investment Working Group to consider funding for new affordable housing in the City Region. <p>2022 priorities</p> <ul style="list-style-type: none"> Continue to make the case for additional in-year allocations where possible. 	In progress
<p>23. Deliver Edinburgh's Rapid Rehousing Transition Plan, including actions to Prevent Homelessness, transform temporary accommodation and move away from the use of unsuitable accommodation, support people to access settled accommodation as soon as possible, and reduce the number of people rough sleeping in the city.</p>	<p>Full details are in the RRTP Annual Update on Progress</p> <ol style="list-style-type: none"> Multi-disciplinary team set up to support council tenants at serious risk of eviction action Continued dedicated team to support Private Rented Sector (PRS) tenants at risk of homelessness Review/development of pathways for young people and people leaving prison or hospital to prevent homelessness 	On track 



3. A decent home we can afford to live in	Progress and next steps	Status
	<p>4. Increased self-contained temporary accommodation for homeless households – new models explored and developed</p> <p>5. Recruitment of 10 housing assistants for new team to reduce the number of households in temporary accommodation</p> <p>6. Extension of alerts to health staff and schools of children and young people moving into temporary accommodation</p> <p>7. Rough sleeping reduced from 80 – 120 rough pre-Covid to an average of 10; ongoing work with street-based outreach</p> <p>2022 priorities</p> <p>1. Continue to deliver actions identified in the RRTP including developing new innovative homeless prevention activity</p>	
24. Deliver City Plan 2030 outlining new minimum affordable housing contributions for new developments in Edinburgh	<ul style="list-style-type: none"> • Proposal developed to increase the minimum affordable housing contributions from 25% to 35%, in recognition of the unique pressures on housing in Edinburgh. <p>2022 priorities</p> <ul style="list-style-type: none"> • Consideration needed by the Council’s Planning Committee; then public consultation; then consideration by the Scottish Government – whole process likely to take over a year 	In progress
25. Deliver this Council’s commitment to build 20,000 social and affordable homes by 2028	<p>2022 priorities</p> <ul style="list-style-type: none"> • The 2022-23 to 2026-27 Strategic Housing Investment Plan sets out proposed approvals and completions in the affordable housing sector over the next 5 years. • A Land Strategy report to Support Delivery of Affordable Housing and Brownfield Land to be considered by Housing, Homelessness & Fair Work Committee in November 2021. 	In progress

3. A decent home we can afford to live in	Progress and next steps	Status
<p>26. Deliver the annual Housing Revenue Account Budget Strategy, investing in improving existing Council homes and neighbourhoods - including delivering energy efficient, low carbon homes, development of new and existing homes blended together to create a local identity and a sense of pride in communities, and well-designed, green, open spaces that encourage residents to be active and socialise.</p>	<ul style="list-style-type: none"> • During 2020/21 £41.456m was invested in building new homes and improving existing homes and neighbourhoods: 101 new Council social rented homes were completed; delivery of external fabric improvement to more than 470 homes. • Energy Advice Service engaged with 790 tenants in 2020/21 saving more than £168,000 (average of £213) <p>Next steps</p> <ul style="list-style-type: none"> • The [2022-2032] HRA budget strategy is under development and will be informed by tenant consultation due to commence in September. 	In progress
<p>27. Continue to deliver the Housing Service Improvement Plan, ensuring that the frontline housing service is visible, responsive and effective</p>	<ol style="list-style-type: none"> 1. Improvements to digital resources, customer communication, service resilience and efficiencies. 2. ICT improvements to support Repairs service: complaints handling process and communications. 3. Improvements to rent payment information – online and letters 4. Reducing risk of rent arrears: promotion of flexible direct debits; new multidisciplinary team – proactive engagement (see action 23) <p>2022 priorities</p> <ul style="list-style-type: none"> • Develop support for first-time and new tenants to sustain a tenancy. • Improve estates management services • Develop and update training and procedure support for frontline officers • Digital options to identify rent arrears and for tenant feedback 	In progress
<p>28. Following Scottish Government legislation expected to come into force from April 2021, develop, consult and agree upon local implementation of the new licensing and planning controls for regulation of short term letting in Edinburgh</p>	<ul style="list-style-type: none"> • Draft legislation on the regulation of short term lets expected later this year. <p>Next steps</p> <ul style="list-style-type: none"> • The Council is proposing to introduce a short-term let control zone covering the whole city - subject to public consultation before a final proposal is sent to Scottish Government ministers. 	In progress





3. A decent home we can afford to live in	Progress and next steps	Status
29. Seek discussions with private rented tenants, landlords & Scottish Government to address concerns rising private sector rents	<ul style="list-style-type: none"> Council officers continue to engage with Scottish Government officials on guidance for developing rent pressure zones. <p>2022 priorities</p> <ul style="list-style-type: none"> Continue engagement with Scottish Government on policy options 	Not yet started






4. Income security that offers a real lifeline	Progress and next steps	Status
30. Deliver priority proposal to deliver embedded income and family support services to a wider range of community settings across Edinburgh	<ul style="list-style-type: none"> See Action 2 above. Council investment of additional capacity for Advice Shop and Maximise! service confirmed in Spring 2021 Commissioning process begun for Edinburgh Partnership funded independent review of current advice and income maximisation services <p>2022 priorities</p> <ul style="list-style-type: none"> Complete advice services review with recommendations for next steps by June 2022 	On track 
31. Continue to deliver high quality money, debt and welfare advice through the Council's Advice Shop service	<ul style="list-style-type: none"> Major impact of Covid on the nature of demand seen by the service Council investment in the Advice Shop for a multi-disciplinary team, an additional advice line advisor and income maximisation officers working with the with Homelessness and Housing Options teams to provide people with full benefit checks. <p>2022 priorities</p> <ul style="list-style-type: none"> Resume provision of drop-in support 	On track
32. Continue to deliver actions to administer Scottish Welfare Fund crisis and community grants	<ul style="list-style-type: none"> Substantial increase in provision of crisis grants and self-isolation support grants (from 50-900 per week); resource capacity increased to support these critical tasks Activities aligned with effective signposting to holistic support <p>2022 priorities</p> <ul style="list-style-type: none"> Assess schemes in line with national guidance 	On track
33. Deliver a programme of appropriate targeted outreach and promotion of Scottish Welfare Fund	<ul style="list-style-type: none"> Upturn in the number of recipients— applications for crisis grants increased by 119% and community care grants by 55% 	On track


and other Council administered benefits and support schemes	<ul style="list-style-type: none"> Ongoing response to range of Covid-related Scottish Government funding <p>2022 priorities</p> <ul style="list-style-type: none"> Continued promotion, with funded schemes identified for 2022 	
34. Deliver priority proposals to expand the 1in5 programme to all Council staff, redesign of materials to meet the needs of varying staff groups, with an objective to establish appropriate awareness raising sessions for all directorates	<ul style="list-style-type: none"> See Action 3 above. Delivery of virtual '1in5' training to senior managers across the Council <p>2022 priorities</p> <ul style="list-style-type: none"> Resume face to face training as a priority Deliver training to Newly Qualified Teachers as part of their probationer year Embed '1in5' awareness and poverty proofing within Prevention team work programme 	In progress 
35. Working with city stakeholders, seek dialogue with appropriate UK and Scottish Gov ministers on the findings of the Edinburgh Poverty Commission in regard to Social Security Policy and implementation.	<ul style="list-style-type: none"> See action 9 above. Council officers invited, as a member of the Scottish Citizens Basic Income Feasibility Study steering group, to support development of new Scottish Government Minimum Income Guarantee policy. Discussions in early stages at present. <p>2022 Priorities</p> <ul style="list-style-type: none"> Continue to seek opportunities to engage with UK and Scottish Government policy development 	In progress




5. Opportunities that drive justice and boost prospects	Progress and next steps	Status
36. Continue the delivery and development of core existing plans and strategies aiming to ensure pupils thrive at school and close the attainment gap, including – Edinburgh Children's Services Plan, Education Improvement Plan 2020-23 and the Edinburgh Learns Equity Framework	<ul style="list-style-type: none"> The Leadership for Equity CLPL will be delivered from session 2021/22 for school leaders class teachers supporting effective actions in closing the poverty-related attainment and achievement gap, including use of the Pupil Equity Fund <p>2022 priorities</p> <ul style="list-style-type: none"> Delivery of CLPL over the next 3 years 	On track 
37. Develop and deliver the Learning 4 Life Programme aiming to create a world class learning city where everyone's skills, knowledge, creativity and relationships with people and places are equally valued.	<ul style="list-style-type: none"> Edinburgh Learns for Life revised Strategic Plan for Education approved by Council in May 2021 <p>2022 priorities</p> <ul style="list-style-type: none"> Ongoing implementation of the programme, and full alignment with the 20-minute neighbourhood approach and prevention strategy 	On track 



5. Opportunities that drive justice and boost prospects	Progress and next steps	Status
38. Develop actions to provide inclusive, equitable, valuable learning opportunities for everyone.	<ul style="list-style-type: none"> Development of curriculum embedding social justice and anti-poverty practice, with learner-led consultation (including young people living in poverty, care experienced, BAME and with additional support needs). <p>2022 priorities</p> <ul style="list-style-type: none"> Develop learning pathways giving parity of esteem to academic and vocational paths Pilot with schools, and early years settings, in the Granton community 	In progress 
39. Develop actions to use a place-based approach to build collaborative and sustainable learning communities and networks	<ul style="list-style-type: none"> Learning Estate Investment Implementation Unit established to progress opportunities for learning including outdoor and digital <p>2022 priorities</p> <ul style="list-style-type: none"> Set up Strategic Leadership Working Group (SLWG) to develop the strategy for the learning community Introduce a new quality improvement education officer post to support schools to implement the learning community approach 	In progress 
40. Develop actions to co-create the environments where learners can lead and shape their own learning	<ul style="list-style-type: none"> Schools encouraged to involve pupils in their learning environment as part of the inclusion strategy e.g. resources and learning spaces Young people have been involved in shaping the design of new schools, for example, Currie 	In progress 
41. Work with school communities in target areas (beginning with core projects in Granton and Westerhailes), and their partners to define curriculum rationales which will then lead to clear, equitable pathways into further education and the world of work.	<ul style="list-style-type: none"> Targeted offers for young people at risk of negative destination through JET (Job Education Training) Partnerships in place between the Council and Council, Skills Development Scotland (SDS), Edinburgh College, Developing the Young Workforce (DYW) and employers DYW co-ordinators posts on track to be in all secondary schools by Christmas 2021 to co-ordinate and support Locality community partnerships are also in place – youth work, colleges, Third Sector organisations and schools <p>Next steps</p> <ul style="list-style-type: none"> Develop and expand partnerships with employers 	In progress 

5. Opportunities that drive justice and boost prospects	Progress and next steps	Status
	<ul style="list-style-type: none"> Build up targeted support for young people at risk of negative destination who need specialist input (inclusion) – all settings 	
<p>42. Expand and develop the 1in5 programme as a regular, mandatory training action for all school staff, aiming to improve and reinforce understanding of poverty and inequality across all schools.</p>	<ul style="list-style-type: none"> See action 3 above. Delivery of virtual '1in5' training to senior managers across the Council carried out <p>2022 priorities</p> <ul style="list-style-type: none"> Resume face to face training as a priority Deliver training to Newly Qualified Teachers as part of their probationer year Embed '1in5' awareness and poverty proofing within Prevention team work programme 	<p>In progress</p> 
<p>43. Develop and deliver training to pastoral staff in all schools as part of the 1 in 5 programme, responding to the evidence of high levels of school absence as well as anxiety and depression among children in temporary accommodation.</p>	<ul style="list-style-type: none"> A session on children living in temporary accommodation has been delivered to school staff and partners System now in place to alert schools to children and young people who are in temporary accommodation <p>2022 priorities</p> <ul style="list-style-type: none"> Deliver Leadership for Equity 1 in 5 content over the next academic year; assess and further develop training 	<p>In progress</p> 
<p>44. Develop Professional Learning with a focus on Leadership for Equity to build expertise, practices and skills in leading improvements aimed at achieving equity</p>	<ul style="list-style-type: none"> The Leadership for Equity professional learning programme has been designed - two sets of training: one for people in a leadership role, and one for class teachers <p>2022 priorities</p> <ul style="list-style-type: none"> Continue to roll out the training Use evidence of effectiveness and involvement of parents and learners to guide PEF spending 	<p>On track</p> 
<p>45. Host a roundtable with Edinburgh Independent Schools to explore and agree new partnership actions to overcome inequality and improve inclusion across Edinburgh</p>	<ul style="list-style-type: none"> Initial discussions held with Edinburgh Independent Schools Association on responses to Edinburgh Poverty Commission Calls to Action, and awareness raising discussions held with student groups. <p>2022 priorities</p> <ul style="list-style-type: none"> Continued engagement to seek opportunities for joint working on programmes of common interest, including poverty awareness and living wage city 	<p>In progress</p> 

5. Opportunities that drive justice and boost prospects	Progress and next steps	Status
46. Explore opportunities to review individual school catchment areas as part of school development and building programmes	<ul style="list-style-type: none"> Opportunities are explored as a standard part of the school buildings programme. <p>2022 priorities</p> <ul style="list-style-type: none"> City Plan 2030 Education Appraisal will set out the criteria for determining catchment areas 	In progress 
47. Deliver across all schools, a new online tracking system that highlights poverty related attainment gaps, allowing schools to respond to these with targeted support	<ul style="list-style-type: none"> Actions are underway to provide an improved online, cloud-based tracking system which all CEC schools will move to. <p>2022 priorities</p> <ul style="list-style-type: none"> Final decisions about the model 	In progress 
48. Deliver Early Years Expansion to 1140 funded hours and ensure early years provision is flexible enough to meet the needs of families	<ul style="list-style-type: none"> Expansion plans will enable all eligible children to have a 1,140 place from August 2021 <p>2022 priorities</p> <ul style="list-style-type: none"> Ongoing development and improvement of capacity Parent consultation in September 2021 on models of delivery Staff training to ensure appropriately qualified 	In Progress 
49. Target PEF on actions to allow schools to continue to address poverty-related barriers, including inequity of digital access and reducing the cost of the school day.	<ul style="list-style-type: none"> Annual guidance is issued to school leaders, including priority areas of spend, to ensure effective use of funding <p>2022 priorities</p> <ul style="list-style-type: none"> The Empowered Learning (1:1 devices) project will provide all learners p6-S6 with a 1:1 advice if needed; 1:5 deployment for P1-P5; primary schools are able to supplement if needed. 	In progress 
50. Develop and implement a plan to reduce the poverty related attainment gap in literacy and numeracy including recruiting Closing the Gap teachers	<ul style="list-style-type: none"> Plans developed to provide additional Covid recovery funding directly to schools for 2021-22 on the basis of their school roll. <p>2022 priorities</p> <ul style="list-style-type: none"> Increase the number of staff to support transition to secondary Encourage schools to take learning community approach to improve outcomes and to make more effective use of resources 	In progress 

6. Connections in a city that belongs to us	Progress and next steps	Status
51. Deliver a new Edinburgh Economy Strategy developed to guide Council actions to support a sustainable economic recovery for the city post Covid, including the renewal of Edinburgh's cultural sector	<ul style="list-style-type: none"> Refreshed Edinburgh Economy Strategy consultation underway, with planned publication in November 2021. Tourism Recovery Action plan in development in partnership with Edinburgh Tourism Action Group. <p>2022 priorities</p> <ul style="list-style-type: none"> Approval of refreshed economy strategy by November 2021, and implementation of priority actions 	In progress
52. Develop plans to design and embed a 20-minute neighbourhood approach to new developments, and planning of services in Edinburgh	<ul style="list-style-type: none"> In June 2021 the Council established a new draft strategic approach and has approved funding for a new team to implement the strategy. <p>2022 priorities</p> <ul style="list-style-type: none"> Recruitment of new team complete, test of change programme underway in priority areas 	On track
53. Deliver a City Mobility Plan, with actions to reduce the day to day cost of travel for families in Edinburgh	<ul style="list-style-type: none"> City Mobility Plan developed and agreed <p>Next steps</p> <ul style="list-style-type: none"> Continue to implement actions to support sustainable, affordable travel 	In progress
54. Deliver the Council Digital and Smart City Strategy actions to improve digital inclusion and provide support for citizens to gain digital skills and the confidence to use them, including:		
i) ensuring connectivity is available in community spaces including libraries, schools and early years settings	<p>2022 priorities</p> <ul style="list-style-type: none"> Augment connectivity in early years settings and schools Pilot of hublet – hand-held device for access to web in the library – and upgrading of the People's Network 	In progress 
ii) ensuring citizens can access resources within our libraries	<ul style="list-style-type: none"> Range of library services made available online during lockdown Phased reopening of libraries to support digital access <p>2022 priorities</p> <ul style="list-style-type: none"> Resume <i>Get Online Digital</i> skills programme and digital help sessions 	In progress
iii) ensuring citizens can access learning opportunities to further their digital skills	<ul style="list-style-type: none"> Support for families with English is a second language to access online learning including setting up email accounts Resettlement family programme for 70 refugees provided online <p>2022 priorities</p> <ul style="list-style-type: none"> Council, Edinburgh College and voluntary partners will work closely together to offer opportunities for adults to improve their digital skills 	In progress

6. Connections in a city that belongs to us	Progress and next steps	Status
iv) ensuring that digital literacies are embedded into all aspects of the curriculum	<ul style="list-style-type: none"> Empowered learning Programme created Training resources created and live webinars delivered to support teachers and pupils adapt to working remotely and digitally <p>2022 priorities</p> <ul style="list-style-type: none"> Education practitioners will be given the technology and the training to transform how they deliver education to their students. 	In progress 
v. fostering positive relationships between families and early years settings/schools allowing for support opportunities to be identified	<ul style="list-style-type: none"> The Intense family support (IFS) service developed in North Edinburgh helping parents to maximise income, develop skills, training or work. Home learning: Parents Early Education Partnership programme (Peep) developed to support parents to be engaged in their child's learning <p>2022 priorities</p> <ul style="list-style-type: none"> Completion of the 3-year Improvement Plan for Early Years services 	In progress 
vi) providing equity of access to digital resources for all learners in schools	<ul style="list-style-type: none"> See action 49 (Empowered learning Programme) <p>2022 priorities</p> <ul style="list-style-type: none"> The roll out will begin Sep 2021, finalising in Dec 2022 	In progress 
vii) ensuring low cost affordable broadband is available for Council tenants	<ul style="list-style-type: none"> The Council is working in partnership with CityFibre and Openreach to provide super-fast fibre broadband infrastructure to all council own homes - 8,917 homes have been connected to date <p>2022 priorities</p> <ul style="list-style-type: none"> Consider options to use the infrastructure 	On track
viii) working with third sector partners to promote access to affordable digital equipment	<ul style="list-style-type: none"> Community planning partners are developing a digital inclusion strategy <p>2022 priorities</p> <ul style="list-style-type: none"> The LOIP delivery group will consider the draft and agree next steps. 	In progress
ix) ensuring that citizens on low incomes are involved in the design and development of digital services that matter to them	<ul style="list-style-type: none"> Consultation and engagement has included the tenant's federation, which provides diverse representation. 	In progress

7. Equality in our health and wellbeing	Progress and next steps	Status
55. Continue the Council's response to the impacts of the Covid outbreak, including management of key frontline service delivery in line with government and public health guidance	<ul style="list-style-type: none"> The Council Incident Management Team (CIMT) continues to meet twice a week to discuss and approve actions required around the Covid outbreak <p>2022 priorities</p> <ul style="list-style-type: none"> Further reopening of services, guided by public health advice 	On track
56. Continue to provide crisis support for people affected by Covid, including contact support for vulnerable citizens, welfare checks and grant support for self-isolating citizens	<ul style="list-style-type: none"> See action 7. Additional Council funding approved to ensure continued delivery of crisis services, including financial support, welfare advice, wellbeing checks, Council Resilience centres <p>2022 priorities</p> <ul style="list-style-type: none"> Continue support in partnership with community and voluntary sector partners 	On track
57. Review and develop approaches to make best use of Scottish Government funding to address financial hardship as a result of Covid	<ul style="list-style-type: none"> Funding used to support crisis grants, foodbank support, discretionary hardship awards, school breakfast clubs etc <p>2022 priorities</p> <ul style="list-style-type: none"> Continue the cash-first approach for people facing financial hardship, whilst offering a range of holistic support and advice. Budget provision for existing level of support for remainder of 2021/22 	On track 
58. Develop and continue partnership working with EVOG and 3rd Sector to ensure a co-ordinated approach to contact and delivery of support activities and to assess long term service delivery options to address food insecurity.	<ul style="list-style-type: none"> Approach agreed by Edinburgh Partnership in March 2021 <p>2022 priorities</p> <ul style="list-style-type: none"> A city-wide event in autumn 2021 will be held to begin wider engagement. Following this, a core group will be set up to develop the strategy for consultation in the beginning of 2022 	In progress
59. Deliver priority proposal to invest in the expansion of the 'Discover' programme, working with families to reduce food anxiety, build skills and address social isolation.	<ul style="list-style-type: none"> See Action 4. Council investment approved for adaptation and development of the programme during 2021/22 Met ongoing increase in demand – 80 new referrals for the summer programme <p>2022 priorities</p> <ul style="list-style-type: none"> Seek approval for a Discover Co-ordinator post and continue programme development Work with Educational Psychologists to determine impact over time Develop resources to further support children, families and schools 	On track 

PART 2. Key risk and progress indicators

1. Fair Work that provides dignity and security

Table 1a. Fair Work that provides dignity and security - risk factors				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Unemployment levels	2.6% (7,300)	Not yet available		
Universal Credit claimants (as at 31 March)	14,425	37,935		

Unemployment figure - March 2021 data will be available from 14 Sept.

Table 1b. Fair Work that provides dignity and security - progress indicators			
Measure	Baseline 2019-20	2020-21	Target
Living wage			
Number of living wage accredited employers with HQs in Edinburgh (at April)	327	397	500 by 2026
Employment support			
Number of employers who engaged in the Edinburgh Guarantee <i>Notes: 19/20 are opportunities for those aged 16–21</i>	168	51	Increase to pre Covid levels by 2022-23
Number of roles advertised by employers who engaged in the Edinburgh Guarantee	487	306	Increase to pre Covid levels by 2022-23
Number of roles filled by employers who were engaged in the Edinburgh Guarantee:			
a. By people aged under 21 and from Edinburgh	269	37	Increase to pre Covid levels by 2022-23
b. Roles paying the Real Living Wage	Not available	Info collected from April 2021	Target to be set
Edinburgh's Employers Recruitment Incentive (EERI) (SG funded) - budgeted funding for places compared with uptake: <i>Notes: funding for 2019-20 for 32 places; additional funding for 2021-22 increases places to 132 /</i>			
a. Aged under 25	21	28	2021/22: 110
b. Aged 25 +	7	15	2021/22: 22

Table 1b. Fair Work that provides dignity and security - progress indicators			
Measure	Baseline 2019-20	2020-21	Target
c. Number of living wage opportunities	6	26	Living Wage 50% of places awarded by 2021/22
No One Left Behind Funding: Activity Agreement Hubs (first step to a positive destination) Funding to support 160 people			
a. Number of new young people were engaged	85	101	2021/22: 150
b. Number of young people who were supported	168	161	2021/22: 200
c. of which, number who progressed into a positive destination (i.e. college, training, employment)	114	64	Increase positive destinations by 30% by 2020-21
Number of people supported by City of Edinburgh Council funded employability programme			
a. Total (no individuals supported)	3,719	3,761	2021/22: 3,800
b. Total new engagements	2,506	1,700	2021/22: 1,900
c. Breakdown by barrier type (five most frequently cited barriers)	<ul style="list-style-type: none"> • Low skilled: 58% • Poor interview skills, CV presentation: 33% • Mental Health: 30% • From employment deprived area: 29% • Lack confidence: 25% 	<ul style="list-style-type: none"> • Low skilled: 52% • Poor interview skills, CV: 47% • Mental Health: 32% • Jobless Household: 26% • Migrants, BME background: 25% 	NA
d. Clients with 5 or more barriers	71%	77%	NA
e. Number of positive job outcomes (i.e. getting a job) achieved by people supported (all ages)	448	302	2021/22: 495
f. Number of other positive outcomes by people supported (education, training, volunteering etc)	653	500	2021/22: 695
g. Progression in employment: number of people who have increased wages, hours or to more sustainable employment	359	481	2021/22: 560
<i>Notes: data from employability providers who follow people up for a year</i>			
Procurement			

Table 1b. Fair Work that provides dignity and security - progress indicators			
Measure	Baseline 2019-20	2020-21	Target
% suppliers SME (aim to increase local businesses) [2019-20 figures and target revised Aug 21]	52%	50%	2021/22: 52%
% businesses procured from EH postcodes (sustainability and local job opportunities) (aim to increase)	39%	41%	2021/22: 42%
% of Council suppliers of new regulated tendered contracts that are committed to paying real living wage in delivering Council services	70%	79%	2021/22: 80%
% of new regulated contracts in which community benefits are sought.	20%		2021/22: 30%

2. A decent home we can afford to live in

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Table 2a. A decent home we can afford to live in - risk factors				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Average private sector rent per month in Lothian area (based on 2 bed property)	£972 (per month - 2019)	£969 (per month - 2020)		
Gap between Local Housing Allowance (LHA) and average private rent in the city <i>Note: LHA frozen between 19/20 and 20/21</i>	LHA: £759.84 (4 wks -2019/20) Gap: £212.86	LHA: £759.84 (4 wks - 2020/21) Gap: £209.16		
Total number of applicants on EdIndex register	23,998	20,564		
Demand for social housing – number of active bidders	7,099	7,213		
Average bid per property	203	201		

Table 2b. A decent home we can afford to live in – progress indicators			
Measure	Baseline 2019-20	2020-21	Target
<i>Affordable homes</i>			
Number of affordable homes approved	1,930	1,285	1,200 for 2021/22
Number of affordable homes completed	1,443	1,087	1,218 completions
<i>Quality</i>			
Front line housing service – responsive, effective			Measure to be developed (within 3-6 months)
<i>Preventing homelessness</i>			
Number of households assessed as homeless	3,355	1,934	New baseline required prior to target setting (Covid impact ongoing into Year 1)
Number of households who seek housing advice who do not go on to present as homeless	1,708	1,521	New baseline required prior to target setting (Covid impact ongoing into Year 1)
The number of households in temporary accommodation	3,570 (at 31 March 2020)	4,431 (at 31 March 2021)	New baseline required prior to target setting (Covid impact ongoing into Year 1)
Percentage of households in unsuitable temporary accommodation	22% (as at 31 March 2020)	25% (as at 31 March 2021)	New baseline required prior to target setting (Covid impact ongoing into Year 1)

3. Income security that offers a real lifeline

Table 3. Income security that offers a real lifeline – progress indicators			
Measure	Baseline 2019-20	2020-21	Target
<i>Changing culture – building knowledge and awareness</i>			
Leadership for Equity Programme Number and % of staff attending the programme	Programme starts August 2021	NA Programme starts August 2021	2021-22: 30% 2022-23: 50% 2023-24: 70%
<i>Council Advice Shop – activity in year*</i>			
Measure	2020-21	2021-22	Projection 2021-22
New debt clients	109	Not yet available	Increase expected
Amount of debt presented	£592,581		Increase expected
Benefit applications	1,861		Increase expected
Benefits: mandatory reconsiderations	406		Increase expected
Benefits: appeals	116		Increase expected
Welfare Rights Clients – number of individuals in year	3,800		Increase expected
Advice Line calls answered	5,618		7,500*
Emails enquiries dealt with	4,935		5,000*
Total financial gain	£8,835,750		Not known
Financial gain per client	£2,325		Not known
<i>Financial support and crisis funding</i>			
Measure	2019-20	2020-21	Projection 2021-22
Council tax reduction scheme – number of cases	77,718	83,306	Significant increase anticipated: changes in national benefits and removal of furlough
Discretionary housing payments – number of cases	7,427	7,428	

Income security that offers a real lifeline – progress indicators						
Measure	Baseline 2019-20		2020-21		Projection	
Number of free school meals payments in school year	5,950		8,828		Potential increase in need	
Number of clothing grant awards in school year	5,337		8,301		Potential increase in need	
Scottish Welfare Fund	2019-20		2020-21		Increase 2019-20 to 2020-21	
	No. applications	Households	No. applications	Households	% increase in applications	% increase in households
Crisis Grants	16,367	16,199	35,923	35,909	119%	122%
Community Care Grants	5,377	5,363	8,320	8,317	55%	55%
Total	21,744	21,562	44,243	44,226	103%	105%

* Notes on Advice Shop indicators:

1. The baseline shown is for 2020-21 is shown for information - new baseline required prior to target setting (Covid impact ongoing into Year 1)
2. Advice line calls answered: projection for 2021-22 reflects the increasing average time to handle a call (unclear if due to remote working or complexity of cases or other factors) and additional staffing capacity.
3. Email enquiries dealt with: the significant increase during lockdown is expected to continue

4. Opportunities that drive justice and boost prospects

Table 4. Opportunities that drive justice and boost prospects – progress indicators			
Measure	Baseline	Update	Target
Early years			
% P1 achieving literacy level	Baseline is 2018/19 Overall 78.9% Q1 63.6%	Update not available until Dec 2021	All attainment targets need to be rebased post-Covid (as per BP); overall aim is to increase
% parents receiving funded Early Learning and Childcare through their preferred location	Surveys to be done Sep/Oct 2021 and Feb/March 2022 (before and after new builds)	Update not yet available	By March 2022 the number of parents/carers receiving early learning through their preferred location will increase by at least 5%.

Table 4. Opportunities that drive justice and boost prospects – progress indicators			
Measure	Baseline	Update	Target
% parents receiving funded Early Learning and Childcare through their preferred model of delivery.			By March 2022 the number of parents/carers receiving early learning through their preferred model of delivery will increase by at least 5%
Quality and standards			
Percentage of teachers who have met the Teaching, Learning & Assessment “Charter” standard (achievement of enhanced level of skills as set out in the Edinburgh Teachers’ Charter)	New measure: 0%	NA	Year-on-year increase towards 70% of teachers achieving Charter standard after 3 years. Yr 1 (2021-22): 20%; Yr 2: 50%
Percentage of schools have achieved the Digital Schools Award Scotland - The number of schools demonstrating sufficient progress in key indicators to merit this national award	New measure: 0%	NA	Year-on-year increase towards 20% of schools achieving DSAS after 3 years. Yr 1 (2021-22): 5%; Year 2: 10%
Attendance			
Low attendance: percentage of Primary pupils whose attendance is less than 85% (was 6-8% pre-Covid)	2018/19: 6.9%	Last full session figures available; update expected Oct 21	Impact of Covid requires setting baseline figure in August 2021 aiming to reduce the number of pupils with low attendance over the course of the session.
Low attendance: percentage of Secondary students whose attendance is less than 85%	2018/19: 14.2%		
Attainment*			
The percentage of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level in literacy – total and SIMD Q1	Baseline is 2018/19 Overall 77.1% Q1 61.1%	Data collected for 2020/21 session to be published around December 2021	Aim is to increase the percentage for all pupils and particularly those in deprived areas. A new baseline will be created from the next set of results.
The percentage of pupils in Primaries 1, 4 & 7 who achieve their expected Curriculum for Excellence level in numeracy – total and SIMD Q1	Baseline is 2018/19 Overall 83.2% Q1 70.9%		
The percentage of secondary school leavers achieving a qualification in both literacy and numeracy at SCQF level 5 – total and SIMD Q1	Baseline is 2018/19 • Overall: 67.1% • Q1: 43.5%	Data for 2019/20 • Overall – 71.7% • Q1 -50.9%	

Table 4. Opportunities that drive justice and boost prospects – progress indicators			
Measure	Baseline	Update	Target
The percentage of secondary school leavers achieving one or more qualifications at SCQF level 6 (Higher or equivalent) – total and SIMD Q1	Baseline is 2018/19 <ul style="list-style-type: none"> Overall: 67.6% Q1: 45.6% 	Data for 2019/20 <ul style="list-style-type: none"> Overall – 71.1% Q1 – 51.1% 	
Positive destinations for school leavers	Baseline is 2020 <ul style="list-style-type: none"> Overall: 92.5% Q1: 88.9% 	Update expected early 2022	Target needs to be rebased post-Covid; overall aim is to increase

*Note: shift in assessing progress on improving attainment away from measuring the attainment gap, which does not show the level of change for the low and high SIMD groups; focusing on the increase in total and in SIMD Q1; note that national guidance is to set stretch targets

5. Connections in a city that belongs to us

Table 5a. Connections in a city that belongs to us – risk factors				
Measure	Baseline 2019-20	2020-21	2021-22	2022-23
Proportion of properties receiving superfast broadband	97.9% (Scot: 93.3%)	98.8% (Scot: 94.8%)		

Table 5b. Connections in a city that belongs to us – progress indicators			
Measure	2019-20	2020-21	Target
Number of people killed or seriously injured	145 people KSI (average 2017-19)	Update not yet available	Maintain downward trend based on rolling 3-year average
Number of people who perceive cycling in Edinburgh to be safe	2015 – 33% 2017 – 25% 2019 – 34%	Update not yet available	Increase
Proportion of people living in areas with low levels of public transport	31% of residents in areas with low levels of public transport (2019)	Update not yet available	Reduction in proportion by 2030

Table 5b. Connections in a city that belongs to us – progress indicators				
Number of multimodal interchanges in the city and the travel modes available	50 interchanges served by 2 or more modes		Update not yet available	Increased number of interchanges by 2030
Comparison of the cost of single and a day bus tickets between Edinburgh and Scotland’s other major cities (Aberdeen, Dundee and Glasgow) (CMP) ¹		Single	Day	Update not yet available
	Edinburgh	£1.80	£4.40	
	Aberdeen	£1.70	£4.20	
	Dundee	£1.80	£3.60	
	Glasgow	£1.70	£4.60	
Digital use via library facilities– downloads and streaming during the year ²	1,554,485		2,958, 560	Increase (tbc)
No. digital devices delivered to pupils	March 2020-April 2021: 14,268		No update available until December 2021	Target to deliver 39,000 by December 2022 (1:1 P6-S6)
No. CEC tenants connected to fibre-to-the-property (FTTP) infrastructure	1,515 (7.7%)		8,917 (45%)	100% by 2024

6. Equality in our health and wellbeing

Table 6a. Equality in our health and wellbeing – risk factors				
Measure	Baseline	2020-21	2021-22	2022-23
Average life Expectancy for Males and Females (How long children born in specified year can expect to live)	2018 Males: 78.4 Females: 82.5			
Inequalities in male and female life expectancy – difference between the most and least deprived areas *	2009-2013 Males ~14 years Females ~10 years	TBC		

¹ Lower day rate shown (upper rates are between 10 and 20p higher); Edinburgh - Lothian Buses; Aberdeen – First Bus; Dundee – Xplore Dundee; Glasgow – First Bus

² The figures supplied include all downloads (internal and external – not currently available separately, but most will be external.

Healthy Life Expectancy: percentage of life spent in good health (an indicator of quality of life)	Males: 84.6% Females: 78.8%	TBC		
Inequalities in 0-74 years mortality rate (Early deaths – linked to socioeconomic position)	TBC	TBC		
Type 2 Diabetes prevalence (Chronic disease with socioeconomic gradient)	TBC	TBC		
Inequalities in 27-30 months check speech and language concerns	TBC	TBC		
(Mild to moderate) MH prescriptions	TBC	TBC		

* Differences between lowest and highest areas of deprivation are calculated using the Slope Index of Inequality

Table 6b. Equality in our health and wellbeing – progress indicators			
Measure	Baseline 2019-20	2020-21	Target 2020-21
Total number of families: 1) recommended for attendance at Discover 2) attended Discover	1. 276 families of families recommended 2. 134 families attended Discover	1. 671 families recommended 2. 671 families (1,346 children) attended across the city	1. 650 of families recommended 2. 450 (currently active on Facebook group while Discover is delivered online)
Number of new recommendations (referrals)	Approx. 40	Summer 2021: 80 new recommendations	Approx. 50 – 60 new per holiday
Number of families provided with Discover in a box (food, cooking, activities) (active engagement)	N/A – no boxes Approx. 180 people attending Hubs and receiving breakfast and lunch	Summer 2021 – between 310 to 340 boxes delivered each week	320 food, recipes and utensils boxes per week per holiday

Appendix 2 – Public Health Context

Factors that influence population health and inequalities

Biological, social and environmental determinants interact to influence people's health and wellbeing (see Figure 1). Measures of health must consider age, gender, geography, socio economic position, occupation, education and other determinants to capture the full range of health needs – and differences -- across the population.

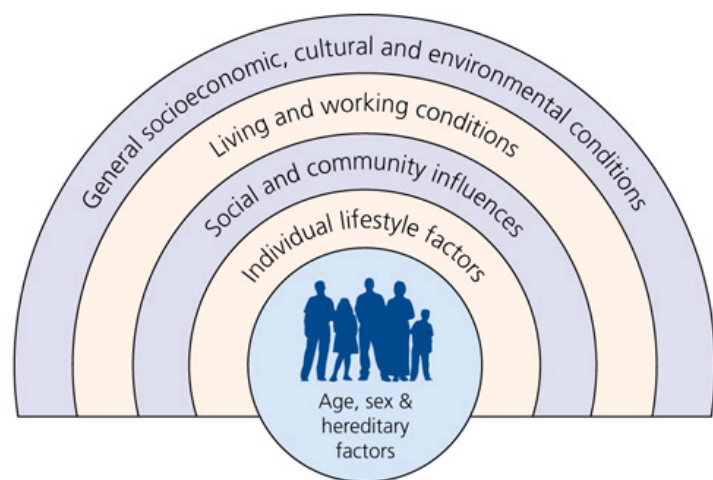


Figure 1: Dahlgren and Whitehead: the social determinants of health

Inequalities develop over a life course as the result of 'systematic, unfair differences in the health of the population that occur across social classes or population groups'. The 'fundamental causes' of health inequalities such as power and wealth affect the distribution of wider environmental influences such as the availability of jobs, good quality housing, education and learning opportunities, access to services, social status (see Figure 2).

This results in differences in individual experiences of, for example, discrimination, prejudice, stigma, low income, and opportunities. These differences in individual experiences affect people's health in three main ways:

- Differential exposure to environmental, cultural, socio-economic and educational influences that impact on health.
- The psychosocial consequences of differences in social status. There is now strong evidence that 'status anxiety' leads to psychological and physiological changes that affect health.
- The inequalities in health that are observed now will reflect not only current status but also differences in experiences at earlier stages in life. This is why interventions targeting families and the early years are so important.

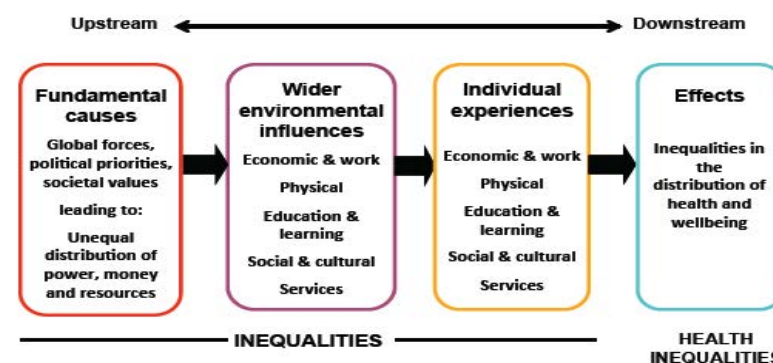


Figure 2: Fundamental Causes of Health Inequalities

Early Years and Health Inequalities

Inequalities in health arise because of inequalities in society; the circumstances into which people are born and grow have a significant impact on outcomes. The accumulation of positive and negative effects on health and wellbeing contributes to widening inequalities across the life course. The influence of early years' experience on later life health outcomes is well documented. In recent years the recognition that adverse childhood experience (ACEs) manifests as multiple negative health impacts has been a crucial extension of this knowledge.

Child health is indistinguishable from family or household health and it makes little sense to consider population health without reference to children and young people. Moreover, primary and community care services

are part of the framework for getting it right for every child in the city so their needs have to be factored into this assessment.

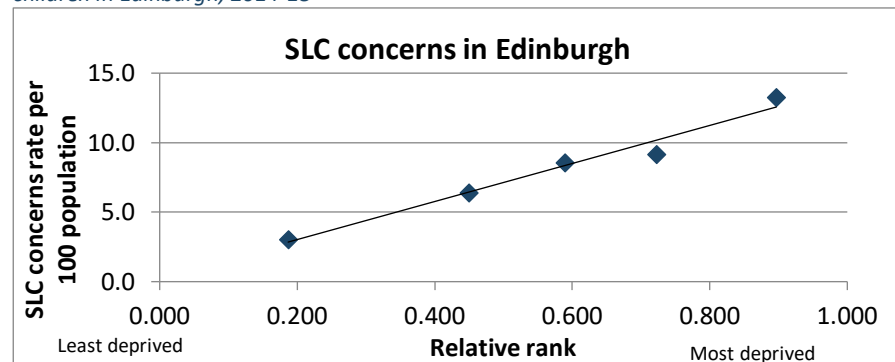
Inequalities in child health are evident early in the life course with babies from more deprived backgrounds being less likely to be breast fed and more likely to be exposed to secondhand smoke than those born to more affluent backgrounds.

Weight at birth is a predictor of child and adult health outcomes. Those with lower birth weight are at increased risk of poorer cognitive skills and of developing cardiac disease in later life. In the year to 31 March 2019, 4.4% of babies born in Edinburgh were categorised as low birthweight. Although this is below the Scotland average, it amounts to 205 babies that year. The risk of low birth weight is higher among more deprived communities.

Speech and language acquisition is a key marker of early years development. Local research has demonstrated that socioeconomic factors account for development delays independent of delays associated with pre-term birth. In Edinburgh there is a 13% difference in the rate of language acquisition between children living in the most and least deprived areas and children from more deprived communities are almost twice as likely to have a speech and language problem at 27-30 months.

The graph below shows the rate of speech and language concerns (SLC) per 100 population in relation to deprivation.

Figure 3: Slope Index of Inequality for speech and language concerns at 27-30 months for children in Edinburgh, 2014-18



Harm from tobacco

Smoking is one of the leading causes of preventative illness and premature death. Smoking is not a lifestyle choice but rather a relapsing long-term condition, often the result of wider social drivers and is closely linked to social deprivation. Half of all smokers die prematurely losing on average ten years of life. Harm from tobacco is concentrated in more disadvantaged communities and groups including those living in more deprived areas and those with mental illness.

Edinburgh’s smoking rates show a continued decline over time and rates are better than comparator areas. But there is a pronounced association with socioeconomic position which means that smoking is a contributory factor to health inequalities.

Smoking is the single most modifiable risk factor in pregnancy and is associated with a range of poorer health outcomes for the women and their unborn babies. Smoking in pregnancy is one of the key risk factors for low birthweight.

The proportion of women smoking during pregnancy is lower in Edinburgh than NHS Lothian and Scotland average. Nevertheless, in 2017/2018 10% (506) women in Edinburgh smoked during pregnancy. National data also show that women in the most deprived communities in Edinburgh are 139% more likely to smoke during pregnancy than average.

Table 1: Women smoking during pregnancy in Edinburgh, Lothian and Scotland, 2010-2018

	2010	2011	2012	2013	2014	2015	2016	2017
	/11	/12	/13	/14	/15	/16	/17	/18
City of Edinburgh	<i>n</i> 673	763	729	667	623	583	561	506
	% 14.0	13.8	13.1	12.3	11.7	11.3	11.1	10.4
NHS Lothian	1405.							
	<i>n</i> 0	1,590	1,549	1,451	1,378	1,295	1,225	1,123
	% 17.7	17.3	16.8	15.8	15.0	14.2	13.7	12.9
Scotland	10,94							
	<i>n</i> 5	8	0	9,807	9,164	8,559	7,864	7,399
	% 20.5	20.0	19.4	18.5	17.4	16.3	15.4	14.9

Appendix 3 – Sources and Methodologies

- ⁱ https://edinburghpovertycommission.org.uk/wp-content/uploads/2020/09/20200930_EPC_FinalReport_AJustCapital.pdf
- ⁱⁱ Details on sources and methodologies used to develop and estimate these targets are provided in the Data and Sources report produced by Edinburgh Poverty Commission in September 2020 - https://edinburghpovertycommission.org.uk/wp-content/uploads/2020/09/20200930_Poverty_in_Edinburgh-Data_and_evidence.pdf
- ⁱⁱⁱ <https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2017-20/>
- ^{iv} <https://www.irf.org.uk/universal-credit-cut-impact-constituency>
- ^v <https://www.gov.scot/publications/monthly-economic-brief-august-2021/>
- ^{vi} Ibid
- ^{vii} Ibid
- ^{viii} <https://www.resolutionfoundation.org/publications/the-living-standards-audit-2021/>
- ^{ix} https://edinburghpovertycommission.org.uk/wp-content/uploads/2020/09/20200930_Poverty_in_Edinburgh-Data_and_evidence.pdf
- ^x <https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2017-20/>
- ^{xi} <https://www.irf.org.uk/press/flagship-study-destitution-finds-half-million-children-experiencing-extreme-hardship-across-uk>

- ^{xii} <https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2017-20/>
- ^{xiii} Ibid
- ^{xiv} <https://edinburghpovertycommission.org.uk/get-involved/>
- ^{xv} <https://democracy.edinburgh.gov.uk/documents/s34667/Item%207.10%20-%2020-Minute%20Neighbourhood%20Strategy%20-%20Living%20Well%20Locally.pdf>
- ^{xvi} <https://www.edinburghhsc.scot/whoweare/edinburghwellbeingpact/>
- ^{xvii} <https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2017-20/>
- ^{xviii} <https://democracy.edinburgh.gov.uk/documents/s36786/7.3%20-%20Fair%20Work%20Action%20Plan%20and%20Living%20Wage%20Edinburgh.pdf>
- ^{xix} Ibid
- ^{xx} <https://www.edinburghguarantee.org/>
- ^{xxi} <https://consultationhub.edinburgh.gov.uk/sfc/short-term-let-consultation/>
- ^{xxii} <https://democracy.edinburgh.gov.uk/documents/s34444/7.6%20-%20Housing%20Service%20Improvement%20Plan%20Repairs%20Update.pdf>
- ^{xxiii} <https://democracy.edinburgh.gov.uk/documents/s26277/Rapid%20Rehousing%20Transition%20Plan%20Report.pdf>
- ^{xxiv} <https://www.edinburghthrive.com/>

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Policy and Sustainability Committee

10:00am, Tuesday, 05 October 2021

Pay Gap Report

Item Number	
Executive/routine	Executive
Wards	All
Council Commitments	

1. Recommendations

- 1.1 The Policy and Sustainability Committee is recommended to review and note the outcomes of the 2021 annual pay gap report (for gender, race/ethnicity and disability pay gaps), which will be published later in October 2021.

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Pay Gap Report

2. Executive Summary

- 2.1 The Council is currently bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, which require the Council to positively eliminate discrimination and publish gender pay gap information every two years.
- 2.2 Whilst the current regulations require us to publish pay gap every second year, the Council has committed to publish our pay gap reporting on an annual basis so that we can monitor our outcomes more regularly. The last (gender) pay gap reporting to Policy and Sustainability Committee took place in October 2020.
- 2.3 This report provides an update on the organisation's gender pay gap, gender pay gap by age and part-time gender pay gap. This year the Council has expanded reporting to include pay gap analysis for additional protected characteristics including disability (and long-term health conditions) and race/ethnicity.
- 2.4 The data used within the report is at 31 March 2021.
- 2.5 Key points to note from the 2021 reporting are:
- The gender pay gap remains consistent at 3.8% (slight reduction of 0.3%)
 - The density of female workforce in senior grades reduced by 2%
 - The part-time gender pay gap increased from 20.0% to 20.5%
 - The gender pay gap by age for females over forty years reduced marginally, from 7.0% to 6.7%
 - There is a positive gender pay gap by age for females under forty years at -2.6%, changing marginally from -2.2% last year
 - The race/ethnicity pay gap is currently 14.1% (based on current data held)
 - The disability pay gap is currently 7.0% (based on current data held)
- 2.6 We've recently undertaken a campaign to improve the quantity and quality of employee data held for protected characteristics. The analysis contained in this report is based on the following data:

Dataset	% complete data
Gender (male/female)	100%
Age	100%
Part-time	100%
Race/ethnicity	83%
Disability	80%

3. Background

- 3.1 Closing our workforce pay gaps requires a clear understanding of the issues that drive the differences in pay, and a collaborative effort at every level of our organisation and at every point in the employee lifecycle. We recognise that whilst we're acting locally to close the workforce pay gaps, this requires a meaningful shift in cultural norms more widely.
- 3.2 Understanding the data and trends gives insight to help us develop strategic initiatives whereby we remove cumulative bias and improve our pay gap position over the longer term.
- 3.3 Close monitoring and impact assessments are critical to support improvement of the gaps.
- 3.4 A range of positive activities have taken place in this space since we reported last year with further actions planned for in the coming year to support increased diversity, equality and inclusion within the organisation.

4. Main Report

- 4.1 The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires public authorities with 20 or more employees to publish gender pay gap information on the percentage difference between men's and women's average hourly pay, excluding non-contractual overtime.
- 4.2 The Council has three separate pay/grading structures:
 - Local Government Employees (LGE) – Grades 1 to 12, underpinned by job evaluation using the equality proofed Capital job evaluation scheme;
 - Teachers – Jobs sized from a pay perspective in accordance with the Scottish Negotiating Committee for Teachers (SNCT); and,
 - Chief Officials – Nationally agreed grading structure underpinned by independent and external Korn Ferry job evaluation scheme and benchmarking.

What is pay gap reporting?

- 4.3 A “pay gap” is not the same as “equal pay”. Equal pay is the equal payment of men and women for undertaking the same work. Men and women are paid equally for doing equivalent jobs across the organisation.
- 4.4 Pay gap analysis shows the difference in average hourly rate between one group and another, e.g. women and men (the gender pay gap).
- 4.5 The scope of the organisation’s pay gap analysis is as follows:

Data Scope	Workforce Demographic
Employees Groups in Scope	LGE, Chief Official, Craft, Teaching
Employee Groups Excluded	Agency
Contracts in Scope	Permanent, Fixed Term, temporary, apprentice, trainee
Contracts Excluded	Casual, supply
Payments in Scope	Basic Pay, Working Time Payments, Contractual Overtime
Payments Excluded	Allowances, Salary Sacrifice, Overtime (claims)

- 4.6 This year’s reporting reflects a total of 21,431 contracts in place at 31 March 2021, with a headcount of 17,261.

How are pay gaps calculated?

- 4.7 Pay gap analysis is expressed as a percentage. A pay gap is calculated by working out the difference between the average hourly rate between one group and another. Pay gap analysis captures the mean average and median average hourly rates and resulting pay gaps:

Terminology	Description
Mean average	The mean of a group of values is the sum of all values added together and divided by the number of values in the set.
Mean pay gap	The mean pay gap is a measure of the difference between one group’s mean hourly wage and another group’s mean hourly wage.
Median average	The median of a group of values is calculated by ranking all values in order, from the highest to the lowest, and taking the value in the middle.
Median pay gap	The median pay gap is the difference between one group’s median hourly wage and another group’s median hourly wage.

Workforce Profile

- 4.8 The organisation's overall workforce gender profile has remained unchanged since the previous report, at 70% female and 30% male.
- 4.9 Since the last report, the full-time female workforce increased by 1% to 49%, and there was a corresponding decrease in the part-time female workforce from 52% to 51%. The number of full-time male employees decreased from 82% in 2020 to 81% in 2021, and the part-time male workforce increased by 1%, to 19%.
- 4.10 The total percentage of females working in senior roles across the organisation reduced marginally in the period from 68% to 66%. Whilst the LGE and Chief Official groups saw small increases in female density in senior grades, the teaching population saw a small decrease.
- 4.11 The workforce age profile remains stable with 67% of the population in the forty years and over age category. 46% of the female workforce is aged forty years and over, and 21% of the male workforce is aged forty years and over.
- 4.12 Three percent of the current workforce identify as being ethnic minority; 1.4% of whom identify as Asian, 0.8% identify as African, 0.6% identify as "other ethnic group", 0.5% identify as mixed or multiple ethnic groups, and 0.1% identify as Caribbean or Black.
- 4.13 Three percent of the current workforce identify as having a disability or long-term health condition. Around 2.2% of colleagues identify as being disabled where their disability limits their activities a little; 0.5% of colleagues identify as being disabled where their disability limits their activities a lot.
- 4.14 The final section of this report "Working to close the gaps" provides insight on steps we're taking to drive increased diversity, equality and inclusion within the organisation.
- 4.15 Detailed information on the organisation's workforce profile is available in Appendix 1.

Gender Pay Gap

- 4.16 The mean average package pay gap reduced marginally to 3.8% (a reduction of 0.3% since 2020). This means for every £1 earned by a male employee, a female employee earns 96p (no change on last year).
- 4.17 The median pay gap was stable at 6.7%. This means for every £1 earned by a male employee, a female employee earns 93p (no change on last year).
- 4.18 Although the organisation gender pay gap did not move significantly, changes were observed in the gaps for different workforce groups, and by grade. The

mean average package pay gap for Local Government Employees (LGEs) narrowed slightly from 11.1% to 10.6%.

- 4.19 Since the last report, the pay gap for grade three reduced by 2.6%, from 8.3% to 5.7%. A positive pay gap exists for grade 4 (-1.0%) where the mean average hourly rate for females is higher than that for males; for every £1 earned by a grade four female a grade four male earns 99p.
- 4.20 Positively, the gender pay gaps reduced across all senior LGE grades since the last report.
- 4.21 In the last year, the female density of grade eleven increased from 33% to 38% and the pay gap for this grade reduced from 2.5% to 1%.
- 4.22 Some more pronounced pay gaps still exist across LGE grades, in particular grades one, three and five. A comparison of base and package pay gaps for these grades shows relatively small gaps in relation to base pay. Analysis shows that working time payments/other payments drive the gender pay gap at the lower end of the grading structure.
- 4.23 Part time (female) working patterns tend to attract lower working time payment earnings compared with full time (male) working patterns.
- 4.24 Overall, we have a significantly higher part-time female workforce (51%) than part-time male workforce (19%). The density of part-time (female) employees is higher at the lower end of the pay structure. For example, in grade two (with a 76% female workforce), 97% of colleagues work on a part-time basis.
- 4.25 The gender pay gap for Chief Officials reduced this year from 6.1% to 4.0%.
- 4.26 The gender pay gap for the Teaching workforce reduced this year by 0.3%, to 2.3%. In some grades we see a pay gap bias in favour of females, and where females earn more than male colleagues working in the same grade.
- 4.27 It should be noted that no bonus schemes are in operation at City of Edinburgh Council. Our bonus gender pay gap is therefore 0%.
- 4.28 Appendix 2 gives an overview of the organisation's gender pay gap.

Gender Pay Gap (Quartile Pay Band Analysis)

- 4.29 A pay quartile represents a quarter, or 25%, of the workforce, ranked by pay. The pay quartiles are then broken down by gender. This is then compared in relation to the organisational gender profile which is 70% female and 30% male.
- 4.30 The proportion of men and women across the pay quartiles is less consistent across the lower, lower middle, and upper middle quartiles (see Appendix 2). In the lowest paid quartile, there is a higher proportion of female to male than

in the other quartiles. In this year's data we see a marginal reduction in the proportion of females in the lowest quartile (from 79% in 2020 to 78% in 2021).

- 4.31 The significant proportion of female workforce in the lowest paid quartile and a low male representation in this quartile is a contributor to the organisation gender pay gap. This reflects employment trends within national UK society, such as more women working part-time, and a higher proportion of women working in the care sector in lower paid roles.
- 4.32 The workforce composition of the upper quartile is closest to the organisation profile (72% female, 28% male).

Gender Pay Gap by Age

- 4.33 The mean average pay gap for females over forty years of age narrowed since the 2020 reporting, from 7.0% to 6.7%. This means for every £1 earned by a male over forty years, a female in the same age group earns 93p.
- 4.34 There is a positive mean average pay gap for females under forty years of age. The pay gap for this group changed slightly since the 2020 reporting, from -2.2% to -2.6%. This means that for every £1 earned by a female under forty years, a male in the same age group earns 98p.
- 4.35 One of the reasons for differences in the gender pay gap between age groups is that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials. For example, 80% of the grade two female workforce is in the 40+ years age bracket.
- 4.36 Appendix 3 gives an overview of the organisation's age pay gap.

Part-time Gender Pay Gap

- 4.37 Analysis of the pay gap for part-time employees looks at the rate of pay for part-time females compared with that of full-time males. Research shows that part-time employees tend to receive lower hourly earnings than full-time employees; part-time employees are primarily females; and female employees are predominantly concentrated in lower paid roles (European Journal of Industrial Relations, 2017).
- 4.38 The mean average pay gap for part-time females and full-time males increased slightly in the last year, from 20.0% to 20.5%. This means for every £1 earned by a full-time male employee, a part-time female employee earns 80p.
- 4.39 The median average pay gap for part-time females also increased, from 28.6% to 30.0% over the same period.

4.40 The pay gap observed for part-time female employees can be partly explained by the significant density of part-time female workforce in the lower LGE grades. Currently 51% of the organisation’s female workforce is part-time, versus 19% of the male workforce. By comparison, women account for 76% of all part-time workers in Scotland (Close the Gap).

4.41 Appendix 4 gives an overview of the organisation’s part-time gender pay gap.

Race/Ethnicity Pay Gap

4.42 This year’s pay gap analysis is expanded to include additional protected characteristics, including race/ethnicity. This analysis compares the pay gap between White and Black, Asian and Minority Ethnic colleagues.

4.43 The race/ethnicity pay gap analysis should be considered in the context that we hold data for 83% of our total workforce population for this protected characteristic. Whilst this level of data capture gives confidence that the observed pay gap outputs are meaningful, we’ll be able to achieve greater validity of our outputs as our level of data capture increases.

4.44 The mean average pay gap for Black, Asian and Minority Ethnic colleagues is currently 14.1%. This means that for every £1 a white employee earns, a Black, Asian and Minority Ethnic colleague earns 86p. The median average pay gap for this group is similar to the mean average, at 14.6%. A breakdown of pay gap by ethnicity group shows that this varies with wider gaps observed for those identifying as “other ethnic group”, African, and Caribbean or Black:

Ethnic group	Mean Average Hourly Rate	Pay gap
A - White	£16.91	N/A
B - Mixed or multiple ethnic groups	£17.08	-1.3%
C - Asian	£14.30	15.7%
D - African	£13.98	17.0%
E - Caribbean or Black	£14.14	16.6%
F - Other ethnic group	£13.59	19.9%

4.45 One percent of the total Black, Asian and Minority Ethnic population are working in senior roles and sixty percent of colleagues in this protected group are concentrated in roles with a salary of £25k or below.

4.46 The ethnicity pay gap is slightly higher for the LGE group (8.4%) than the Teaching group (7.8%). Pay gap analysis for the Chief Official population is not possible due to limited numbers.

- 4.47 The race/ethnicity pay gap varies across the different Directorates and by grade. Positive pay gaps are observed in the Place Directorate (-1.2%) and Chief Executive's Service (-5.8%), where ethnic minority employees receive a higher mean average hourly rate of pay than white employees. This trend is also seen across LGE grades one, three, four, eight and nine.
- 4.48 Wider gaps observed in the senior LGE grades ten and eleven are linked to the recent recruitment of Black, Asian and Minority Ethnic colleagues into roles at this level.
- 4.49 Appendix 5 gives an overview of the organisation's race/ethnicity pay gap.

Disability Pay Gap

- 4.50 This year's pay gap analysis is expanded to include additional protected characteristics, including those with a disability or long-term health condition. This analysis compares the pay gap between employees who identify as having a disability or long-term health condition, and those employees who do not.
- 4.51 The disability pay gap analysis should be considered in the context that we hold data for 80% of our total workforce population for this protected characteristic. Whilst this level of data capture gives confidence that the observed pay gap outputs are meaningful, we'll be able to achieve greater validity of our outputs as our level of data capture increases. It should be recognised that some colleagues may not identify as being disabled, even if they fall within the legal definition of this.
- 4.52 Using the Government Statistical Service (GSS) harmonised definition of disability, 18.9% of people aged 16 to 64 years were disabled in 2018. Women were more likely to be disabled than men, at 21.1% and 16.6%, respectively (Office of National Statistics).
- 4.53 The mean average pay gap for employees with a disability or long-term health condition is currently 7.0%. This means that for every £1 earned by a non-disabled employee, a disabled employee earns 93p. The median average pay gap for this group is similar to the mean average, at 6.5%.
- 4.54 Two percent of the total disabled population are working in senior roles and forty-six percent of colleagues in this protected group are concentrated in roles with a salary of £25k or below.
- 4.55 The disability and long-term health condition pay gap varies by group, Directorate and by grade. Positive disability pay gaps exist across the Strategy and Communications, Edinburgh Health and Social Care Partnership and Resources Directorates. Disability pay gaps exist in the Communities and Families and Place Directorates.

- 4.56 The overall pay gap observed for disability and long term health conditions is driven mainly by the Teaching group, where the current gap is 10.1%. Teaching roles exist across four main grades (MTE1 (Teacher) to MTE4 (Head/Depute Head)) and there's no disabled population in grades MTE2 (Chartered Teacher) and MTE4 (Head/Depute Head Teacher).
- 4.57 A small positive pay gap exists within the Local Government Employee group (-0.6%), where disabled employees have a slightly higher average hourly rate of pay than employees without a disability. There is a positive pay gap in LGE grades one, two, seven, nine, ten and craft apprentice roles.
- 4.58 Pay gap analysis for the Chief Official population is not possible due to limited numbers.
- 4.59 Appendix 6 gives an overview of the organisation's disability/long-term health condition pay gap.

Benchmarking – how do we compare?

- 4.60 Whilst all Scottish Local Authorities follow the Local Government Benchmarking Framework approach for pay gap reporting for *base pay*, we are working with other Scottish Local Authorities throughout 2021 to identify opportunities to achieve greater consistency of *package pay gap* data analysis as is required when reporting under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. This project should allow us to draw robust comparison with other Councils in respect of *package pay gap* outputs and compare "like with like".
- 4.61 We've benchmarked our pay gap analysis in relation to wider national statistics. As we improve data completeness for disability and race/ethnicity we will be able to achieve greater validity of pay gap outputs for these protected characteristics:
- The organisation's gender pay gap of 3.8% is lower than the UK average of 11.5%, and lower than the Scottish national average of 10.4% (Close the Gap);
 - The part-time gender pay gap of 20.5% is lower than the Scottish national average of 29.7% (Close the Gap);
 - The gender pay gap by age (6.7% for females versus males over 40 years) is lower than that observed at the national level for 40+ years age groups (18.5% for 40-49 years, 19.5% for 50-59 years, 20.6% for 60+ years, Close the Gap);

- The race/ethnicity pay gap (14.1% mean, 14.6% median) is slightly higher than the Scottish national average of 10.3% (Office of National Statistics); and,
- The disabled/long term health condition pay gap (7.0% mean, 6.5% median) is lower than the Scottish national average of 24.8% (Trades Union Congress)

Working to close the gaps

- 4.62 This year's analysis show that we still have some way to go in closing the gaps, and that linear change is rarely observed in this space. Closing our pay gaps requires a clear understanding of the issues that drive workforce pay gaps and a collaborative effort at every level of our organisation and at every point in the employee lifecycle, from recruitment through to progression opportunities.
- 4.63 Understanding the data and trends gives insight to help us develop strategic initiatives whereby we improve our pay gap position over the longer term.

What's been achieved this year?

- 4.64 A range of positive activities have taken place in this space since we reported last year to support increased diversity, equality and inclusion within the organisation.
- 4.65 The Scottish Local Government living wage was consolidated into employee base pay at 1 April 2021. The pay and grading structure was redesigned to allow for consolidation, and some pay progression, for grades one to three. This change improved the take home pay for 4,400 of our lowest graded employees (predominantly female) and should drive a small reduction in the gender pay gap for the Local Government Employee workforce in 2021. The impact of this change will be captured in next year's pay gap reporting.
- 4.66 We have delivered a talent programme for future senior leaders which attracted almost one hundred applications. Of the sixteen successful candidates, twelve were women. The cohort undertook a range of professional development opportunities including 360 feedback, professional skills masterclasses, partnership with senior mentors, access to senior management team meetings and project-based assignments. To date, six of the sixteen have secured a promoted post.
- 4.67 Future talent programmes will be linked to the strategic business plan and will continue to have the aspiration to 'reflect the diversity of our city across our organisation and in our most senior roles' as an underpinning aim of the programme.

- 4.68 We have been working to improve the quality of the equalities data that we gather and now have agreement with all local authorities to gather the same data set when recruiting through Talentlink. This data set mirrors that which will be used in the Scottish Census from 2022 and therefore enables direct comparison at inter-authority and national level.
- 4.69 We have been working (and will continue to work) in partnership with diversity and inclusion specialists including the Council of Ethnic Minority Voluntary Sector Organisations and Coalition for Racial Equality and Rights to review our approach to recruitment, attraction, data analysis and professional development. The insight we gain through data analysis will inform future actions to support the development of a more inclusive workplace.
- 4.70 Over the last 12 months we have supported the launch and establishment of our colleague networks over the last twelve months to support colleagues who share a common protected characteristic. The aim of each network is to:
- develop strong, productive working partnerships with managers and colleagues;
 - help inform our approach to ensuring respect and equality in the workplace;
 - tackle barriers to progression; and,
 - create a more inclusive working environment.
- 4.71 The following networks have been established:
- Network engagement for women's support (NEWs);
 - SPARC network – supporting people's abilities regardless of circumstance;
 - Black, Asian and Minority Ethnic network;
 - Black and Minority Ethnic equality workers forum;
 - STRIDE network – LGBT+ forum; and,
 - Sustainability network.
- 4.72 The content of our external 'Working for Us' webpage and our City of Edinburgh Council page on the national MyjobScotland website has been updated to use more inclusive language and to underline our commitment to attracting and retaining a diverse workforce. We are producing recruitment videos featuring a diverse range of colleagues talking about the benefits of working for the Council to help attract a more diverse pool of candidates.
- 4.73 Unconscious bias training for colleagues and recruiting managers has been piloted, to raise awareness of bias and the impact that has on decision making, particularly in a recruitment context. We are reinforcing anti-racist practice to targeted teams and will provide a range of equalities, diversity and rights learning options to all colleagues across this year. We're also participating in the Scottish Government's digital recruitment fair targeting black and minority ethnic candidates.

- 4.74 Our SPARC network for colleagues with a disability or long-term health condition has produced advice for managers to help them take a supportive approach with people who have disabilities and long-term health conditions, while also treating them like the professionals that they are. The aim is to improve relationships, helping managers feel more confident approaching often unfamiliar or difficult subject matter. It is also intended to make colleagues feel less 'judged' when discussing working requirements and is intended to create more of a partnership approach.

What's planned for the year ahead?

- 4.75 A variety of further actions are planned for in the coming year to support increased diversity, equality and inclusion within the organisation.
- 4.76 A review and reform of the current pay and benefit framework for Local Government Employees and Craft was underway with information discussions taking place with our recognised trade unions but this has been put on hold by the staff side due to the non-agreement in respect of the national pay award. The aim of this work was to bring more simplicity, transparency, and fairness in this space. Reducing the gender pay gap will be one of the key principles underpinning this review. In particular, we seek to fully understand the impact of working pattern design on the gender pay gap, and what changes might be made to ensure consistent access to compensatory payments for both full-time and part-time colleagues.
- 4.77 As a result of the COVID-19 pandemic, the majority of our workforce, at all job levels, have expressed the desire to work much more flexibly in the future. We have commenced a series of workshops to support managers to engage their team with shaping how future working might look for them – 'Our Future Work'.
- 4.78 We are committed to continuing to improve our flexible working provisions, to ensure that both men and women can undertake (senior) roles regardless of their caring responsibilities. A review of our Maternity, Paternity and Parental Leave policy is currently under way to see if there are further enhancements we can make. Research shows that encouraging more men to take more time off work to care for their children could help to close the gender pay gap by reducing the negative effects that maternity leave and childcare responsibilities have on women's careers.
- 4.79 Work has been underway to review our job descriptions and person specifications for gender bias to determine if we are unconsciously appealing more to one sex or the other, for specific roles. We may use the evidence we gather to re-write job descriptions and person specifications with a language bias in order to attract candidates into traditionally segregated occupations or roles.

- 4.80 We have engaged with our colleague networks to seek the ‘lived experience’ of colleagues who have had adverse experiences in the workplace. The information gathered will be used to inform our approach to supporting and protecting colleagues in the workplace and will help our managers to provide the best possible support to colleagues delivering services across the city. For example, feedback gathered from colleagues with a long-term health condition or disability around the recruitment process will help us to develop a more inclusive approach to attraction and recruitment, as well as retaining more colleagues from diverse backgrounds.
- 4.81 The SPARC network has surveyed their members to gather feedback on their experiences of working through the pandemic, both positive and negative. This information will be used to inform possible new ways of working in an effort to best support colleagues with diverse needs.
- 4.82 The Council’s recruitment policy and practice is being reviewed, in line with the Scottish Government Minority Ethnic Recruitment Toolkit. Our aim is to attract more candidates from minority ethnic backgrounds to apply for positions within the Council; it will also help us identify and address any systems and structures in place that might pose a barrier to those from minority ethnic backgrounds. We’ll examine our recruitment process in detail to determine whether the process itself may have embedded practice or assumptions that could lead to unintended bias on the part of recruiting managers and inadvertently favour candidates from a non-minority ethnic background. We’ll engage with our colleague networks to inform this review.
- 4.83 We have been piloting positive action measures in recruitment as a means of increasing the diversity of the teaching, youth work and early years workforce. These measures include diverse shortlists, diverse recruitment panels and the use of a ‘tiebreak’ to decide in favour of a stated protected characteristic between candidates with equivalent experience and performance at interview.
- 4.84 Continued monitoring and review our utilisation of contracts across the organisation, particularly those relating to our flexible workforce, to promote more opportunities, greater simplicity and fairness.
- 4.85 This is the first year we’ve published our ethnicity/race and disability pay gaps. We commit to expand the scope of this analysis to develop a more detailed understanding of what drives these pay gaps in relation to observations in the 2021 reporting, e.g. establishing what drives a higher disability pay gap for the Teaching population and differences between different ethnic minority groups.

- 4.86 The Council is committed to ongoing regular analysis to understand changes to gaps as they happen. In the coming year, and as we enter a phase of organisational change and review, we will work to ensure pay gap analysis is embedded into the change impact assessment process. We will continue to review, refine and improve our approach towards pay gap data analysis.

5. Next Steps

- 5.1 Officers will continue to progress the identified activities in the report and provide a further update to the Committee in October 2022.

6. Financial impact

- 6.1 In addition to existing investment in this area via the Council's Human Resources Divisional Budget and the Corporate Learning and Development budget, Council approved an additional one-off investment of £100,000 to support specific diversity and inclusion related activities for 2021/22.
- 6.2 Whilst there is a range of research and evidence that confirms the positive impact of diversity and inclusion practices by employers upon enhanced levels of recruitment, retention, progression and employee experience and advocacy, there is no current empirical evidence or conclusive academic research that directly correlates such activities to financial implications. Therefore, quantifying a direct and positive financial impact as a result of our work in this area is not possible to achieve.

7. Stakeholder/Community Impact

- 7.1 In developing the Diversity and Inclusion strategy and plan we have engaged with a number of stakeholders including elected members, Trade Unions, colleagues and external organisations.
- 7.2 As part of external stakeholder engagement, we continue to refer to external partners such as Close the Gap, the Employers Network for Equality and Inclusion (ENEI) and the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO), in relation to best practice.

8. Background reading/external references

- 8.1 [Working Paper 22 – Gender Pay Gap Statistics; Close the Gap, February 2021](#)
- 8.2 [Disability pay and employment gaps; TUC, November 2020](#)
- 8.3 [Part-time employment, the gender wage gap and the role of wage setting institutions: Evidence from 11 European countries; ReasearchGate, November 2017](#)
- 8.4 [Diversity and Inclusion Strategy; Policy and Sustainability Committee, 1 October 2019](#)
- 8.5 [Earnings and working hours; Office for National Statistics](#)

9. Appendices

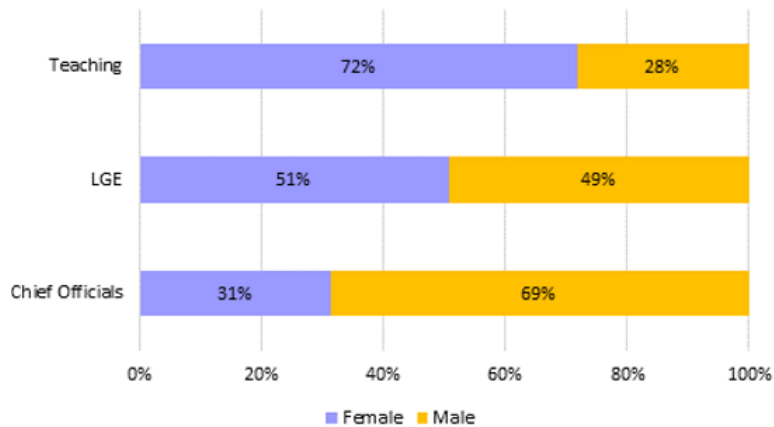
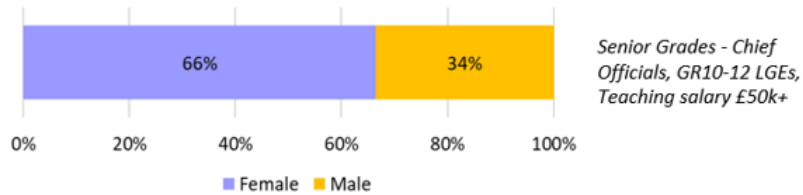
- 9.1 Appendix 1: Workforce profile
- 9.2 Appendix 2: Gender pay gap
- 9.3 Appendix 3: Gender pay gap by age
- 9.4 Appendix 4: Part-time gender pay gap
- 9.5 Appendix 5: Race/ethnicity pay gap
- 9.6 Appendix 6: Disability/long-term health condition pay gap

Appendix 1: Workforce profile

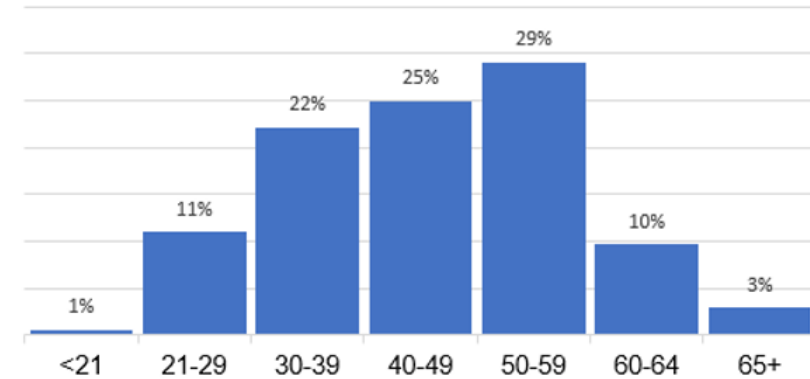
Gender profile



Female Density - Senior Grades



Age profile



Part-time working profile

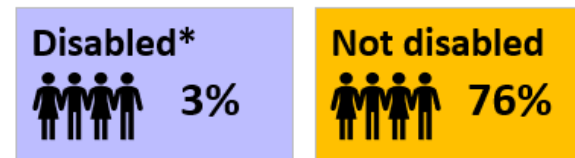
	Part-time	Full-time
Total workforce	42%	58%
Female	51%	49%
Male	19%	81%

Appendix 1: Workforce profile

Race/ethnicity profile (19% no data/prefer not to say)

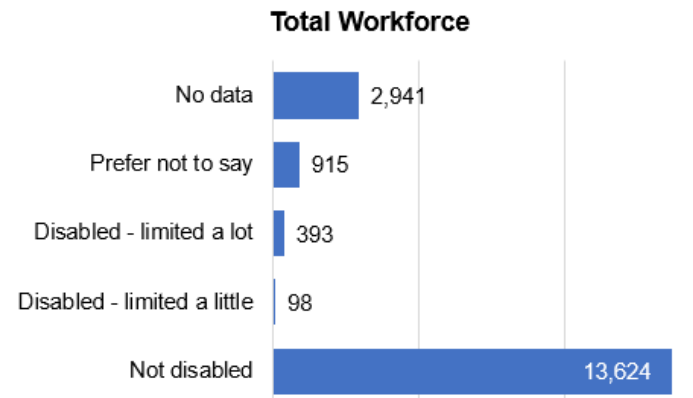
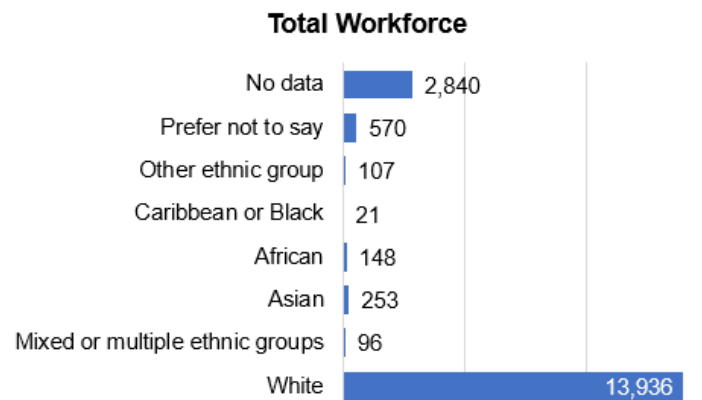


Disability profile (21% no data/prefer not to say)



*Disabled or long-term health condition

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Appendix 2: Gender pay gap

Organisation

Mean Average Hourly Rate			Median Average Hourly Rate		
Female	Male	Gap	Female	Male	Gap
£16.14	£16.78	3.8%	£14.05	£15.06	6.7%

Directorate

Directorate	Mean Average Hourly Rate			Median Average Hourly Rate		
	Female	Male	Gap	Female	Male	Gap
Strategy and Communications	£21.77	£22.72	4.2%	£20.01	£21.88	8.5%
Communities and Families	£17.27	£19.70	12.3%	£17.03	£20.20	15.7%
Edinburgh Health and Social Care Partnership	£14.68	£14.85	1.1%	£13.30	£13.30	0.0%
Place	£16.23	£15.33	-5.9%	£15.35	£14.58	-5.3%
Resources	£12.47	£14.50	14.0%	£10.35	£11.62	10.9%

Workforce group

Employee Group	Mean Average Hourly Rate			Median Average Hourly Rate		
	Female	Male	Gap	Female	Male	Gap
Local Government Employees	£13.51	£15.11	10.6%	£11.78	£14.05	16.2%
Chief Officials	£64.55	£67.27	4.0%	£59.23	£59.23	0.0%
Teaching	£23.12	£23.65	2.3%	£22.68	£22.68	0.0%

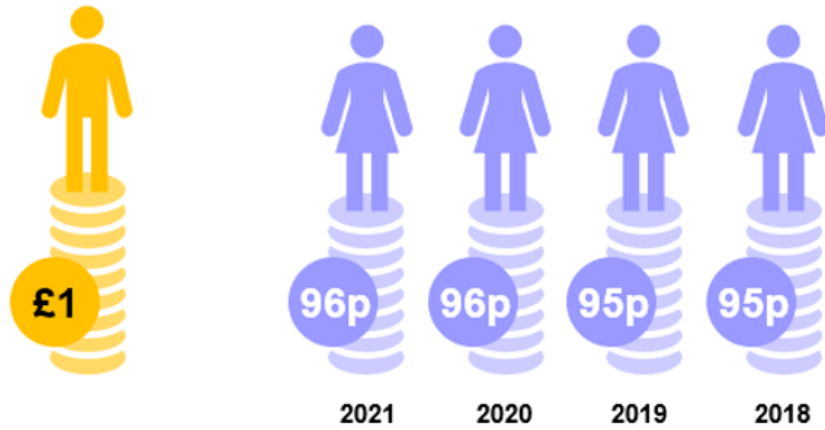
Appendix 2: Gender pay gap

Quartile analysis

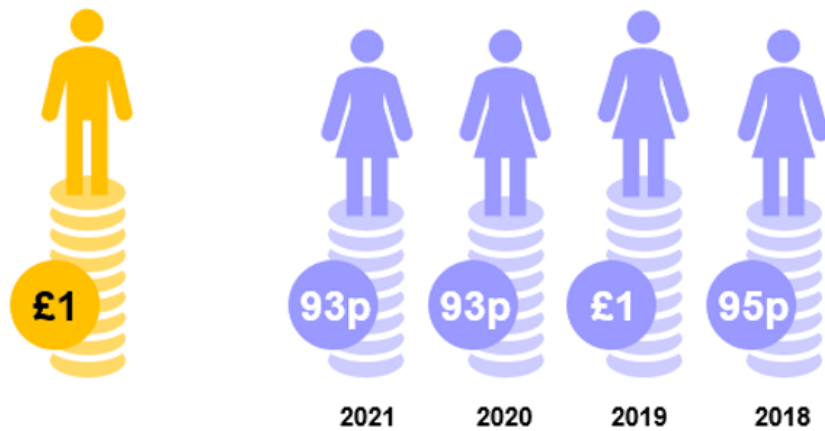
Quartile	Female	Male	Total Contracts	Min £	Max £
Lower quartile	78%	22%	4,469	£9.34	£10.94
Lower middle quartile	68%	32%	4,476	£10.95	£14.18
Upper middle quartile	61%	39%	4,428	£14.19	£21.46
Upper quartile	72%	28%	4,491	£21.48	£95.48

Appendix 2: Gender pay gap

When comparing average hourly wages (mean), women make 96p for every £1 men make:



When comparing average hourly wages (median), women make 93p for every £1 men make:



Appendix 3: Gender pay gap by age

Workforce aged forty years and under

Mean Average Hourly Rate		
Female (<40)	Male (<40)	Gap
£16.38	£15.97	-2.6%

Median Average Hourly Rate		
Female (<40)	Male (<40)	Gap
£15.81	£14.91	-6.0%

Workforce aged forty years and over

Mean Average Hourly Rate		
Female (40+)	Male (40+)	Gap
£16.01	£17.16	6.7%

Median Average Hourly Rate		
Female (40+)	Male (40+)	Gap
£14.05	£15.34	8.4%

Appendix 4: Part-time gender pay gap

Organisation

Mean Average Hourly Rate			Median Average Hourly Rate		
Female (Part Time)	Male (Full Time)	Gap	Female (Part Time)	Male (Full Time)	Gap
£13.93	£17.52	20.5%	£11.09	£15.84	30.0%

Directorate

Directorate	Mean Average Hourly Rate		Gap
	Female (Part Time)	Male (Full Time)	
Strategy and Communications	£21.86	£22.85	4.3%
Communities and Families	£14.90	£21.04	29.2%
Edinburgh Health and Social Care Partnership	£14.08	£15.00	6.1%
Place	£13.76	£15.43	10.8%
Resources	£10.79	£16.49	34.6%

Workforce group

Employee Group	Mean Average Hourly Rate		Gap
	Female (Part Time)	Male (Full Time)	
Local Government Employees	£11.91	£15.85	24.9%
Chief Officials	N/A	£67.27	N/A
Teaching	£23.28	£23.79	2.1%

Appendix 5: Race/ethnicity pay gap

Organisation

Mean Average Hourly Rate			Median Average Hourly Rate		
BAME	White	Gap	BAME	White	Gap
£14.35	£16.72	14.1%	£12.86	£15.06	14.6%

Directorate

Directorate	Mean Average Hourly Rate		Gap
	BAME	White	
Strategy and Communications	£23.92	£22.60	-5.8%
Communities and Families	£15.25	£18.28	16.6%
Edinburgh Health and Social Care Partnership	£13.70	£15.00	8.7%
Place	£16.07	£15.88	-1.2%
Resources	£12.76	£13.34	4.4%

Workforce group

Employee Group	Mean Average Hourly Rate		Gap
	BAME	White	
Local Government Employees	£13.20	£14.41	8.4%
Chief Officials	N/A	£62.20	N/A
Teaching	£21.47	£23.29	7.8%

Appendix 6: Disability/long-term health condition pay gap

Organisation

Mean Average Hourly Rate			Median Average Hourly Rate		
Disabled	Non-disabled	Gap	Disabled	Non-disabled	Gap
£15.48	£16.65	7.0%	£14.05	£15.03	6.5%

Directorate

Directorate	Mean Average Hourly Rate		Gap
	Disabled	Non-disabled	
Strategy and Communications	£24.27	£22.20	-9.3%
Communities and Families	£16.35	£18.20	10.1%
Edinburgh Health and Social Care Partnership	£15.13	£14.88	-1.6%
Place	£14.16	£15.94	11.1%
Resources	£13.83	£13.27	-4.2%

Workforce group

Employee Group	Mean Average Hourly Rate		Gap
	Disabled	Non-disabled	
Local Government Employees	£14.42	£14.34	-0.5%
Chief Officials	N/A	£62.53	N/A
Teaching	£20.99	£23.25	9.7%

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

BioQuarter – Outline Business Case

Executive/routine Wards Council Commitments	Executive All 1, 2, 6, 31
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1. Recommendations

- 1.1 It is recommended that Committee:
- 1.1.1 Approves the Outline Business Case (OBC) as provided in Appendix 1;
 - 1.1.2 Agrees to the Council being a party to EBQ3 Ltd for the purposes of running the Private Sector Partner (PSP) procurement process and ensuring that the ‘primary purpose’ of the BioQuarter is preserved;
 - 1.1.3 Refers this report to Council seeking agreement to enter into EBQ3 Ltd on the terms outlined in this paper;
 - 1.1.4 Agrees to delegate authority to the Chief Executive to nominate officers to the EBQ3 Ltd Board for the purposes of running the procurement process; and
 - 1.1.5 Notes that EBQ3 Ltd will take the final decision on appointment of a development partner and that an update report will be brought back to Committee in late 2022 advising of the outcome of the procurement process and outlining next steps.

Paul Lawrence

Executive Director of Place

Contact: David Cooper, Commercial Development and Investment Manager

E-mail: david.cooper@edinburgh.gov.uk | Tel: 0131 529 6233

BioQuarter – Outline Business Case

2. Executive Summary

- 2.1 This report provides the Outline Business Case (OBC) for the procurement of a Private Sector Partner (PSP) for BioQuarter project. It builds upon the Strategic Business Case (SBC) and is presented for approval.
- 2.2 It is anticipated that the PSP will be responsible for delivering the commercial elements of the BioQuarter, in co-ordination with the wider programme of activity which will continue to be led by the public sector partners.

3. Background

- 3.1 The BioQuarter is the collective name given to the life sciences campus at Little France that is home to the Royal Infirmary Edinburgh as well as many other buildings and institutes. The public sector partners leading the development of the BioQuarter are NHS Lothian, Scottish Enterprise, University of Edinburgh and the Council.
- 3.2 In 2017, the Council agreed to become a formal partner in the BioQuarter and subsequently entered into a Collaboration Agreement with the other three project partners - the University of Edinburgh, Scottish Enterprise and NHS Lothian. The governing body for this is the BioQuarter Strategy Board.
- 3.3 On [25 February 2020](#) the Council agreed the BioQuarter SBC and an allocation of £500,000 from the City Strategic Investment Fund (CSIF) to fund project development and procurement of a development partner for the site.
- 3.4 Life Sciences is a significant sector in the United Kingdom (UK) economy employing 90,000 people. The BioQuarter is a key player in this sector and exists to improve people's lives, health and well-being.
- 3.5 The BioQuarter site is identified in the Local Development Plan (LDP) as an area for life science development that supports wider growth and regeneration in South East Edinburgh. It is also recognised in the City Mobility Plan (CMP) as an area of growth where further transport infrastructure is required. It has significant potential to contribute to the city's Economy Strategy, Council Commitments and Council

Business Plan, particularly in relation to the inclusive growth and net zero carbon agendas.

- 3.6 Over the last 20 years, BioQuarter has generated an estimated £2.72 billion gross value added from its research, clinical, and commercial activities and a further £320 million from its development. The on-going investment of the partners in academic and clinical facilities will lead to it becoming the second largest health and social care-focussed site in the UK within the next ten years. However, BioQuarter has the potential to continue to evolve and do much more, most notably within the field of commercial innovation and encouraging collaboration between academics, clinicians and industry. With a worldwide life sciences market value of £868 billion and an anticipated annual growth of eight to ten percent, the commercial life sciences, data innovation and biomedical sectors are crucial to the global economy. With this growing global market, it is essential that BioQuarter is able to compete on a global platform, leading health and social care offerings around the world and does not get left behind. The focus of other global health related sites regenerating and branding themselves into 'Innovation Districts' rather than 'science parks', recognises the rapid integration of technologies and science and the need for nurturing collaboration.
- 3.7 The long-term vision is to build upon Scotland's and BioQuarter's existing, recognised expertise in health technology, data driven innovation and Life Sciences, and to use this as a platform from which to broaden BioQuarter's commercial innovation activity, attract, grow and retain new innovative businesses, and transition BioQuarter from a national to a global destination.

4. Main report

Outline Business Case (OBC)

- 4.1 The OBC, as agreed by the BioQuarter Strategy Board, is presented to Committee for consideration and approval. It sets out the rationale for proceeding with the procurement of a PSP.
- 4.2 The OBC has developed the SBC that was previously agreed. The purpose of the BioQuarter OBC is to capture the outputs from the 15 workstreams, including innovation, place, procurement, legal, financial and Economic and Social Impact. It will continue to be refined over the life-time of the project as decisions and approvals are made, to ensure it remains relevant and helpful for the partners but also as an aide memoire of this complex project.
- 4.3 The OBC findings are that the economic and social benefits of delivering the BioQuarter are significant and should be accelerated where possible. In order to deliver this new and exciting vision, the expertise and financial backing of a PSP are required. The intention is to select an investment and development partner with the financial means and development experience to accelerate delivery of the vision. Preparations for the procurement exercise are going well and the team is on

track for the procurement exercise to go live in October 2021, subject to approval from the partners.

- 4.4 The level of investment is unavailable to the partners on an individual basis and at the speed needed to ensure BioQuarter does not fall behind other UK sites and thereby fail to meet its full potential. If the proposed development were not to take place, BioQuarter would begin to lose its people, companies and research funding. Investment of circa £600 million is required to develop the overall site and create the mix of accommodation required to attract, retain and grow companies and businesses. This is a significant sum and one that exceeds available public sector capital funding without incurring high levels of debt. Unlocking innovation is not just about the bricks and mortar. Significant resources and expertise are required to manage, lead, nurture and develop an innovation ecosystem. The creation of this new public private partnership will bring the best of all worlds together.
- 4.5 The PSP will be responsible for delivering the commercial elements of the BioQuarter in co-ordination with the wider programme of activity which will continue to be led by the public sector partners. Land (to the south of the site and which extends to circa 61 acres) will be made available to the PSP for this purpose. The land is to be drawn down in parcels defined during the competitive dialogue stage of the procurement exercise.
- 4.6 A development agreement is now proposed as the means of contracting with a development partner as opposed to establishing a joint venture company limited by shares. This arrangement better reflects the role that the public sector partners will take in the process moving forward and provides clarity for the private sector partner. Prior to the OBC, the working assumption, as outlined in the SBC, was that the commercial development would be delivered by way of a corporate joint venture with a private sector partner. That construct involved the land being injected as an “equity” contribution by Scottish Enterprise into a proposed Limited company, in return for a shareholding. This approach would have most likely resulted in very small equity shares for the public sector partners, unless significant cash investments were to be made, and, as such, has been discounted as an approach. A strategic joint venture development agreement is now proposed as this is a more appropriate mechanism in these circumstances and is clearer in terms of the roles of the various parties.

EBQ3 Ltd

- 4.7 In order to carry out the procurement process it is proposed that Scottish Enterprise, University of Edinburgh and the Council form EBQ3 Ltd, which will be a company limited by shares. It will perform the role of the contracting authority as well as ensuring compliance with the ‘primary purpose’ of the BioQuarter as set out in the OBC.
- 4.8 The first job of this new company will be to run the procurement process and appoint the development partner for the site. This will be done through a competitive dialogue process. Given the technical nature of the exercise and the otherwise limited scope of this vehicle, it is proposed that Council Officers be

appointed as board members in the first instance and that this be reviewed once a partner is appointed.

- 4.9 Thereafter, the role of the company will be to act as a watchdog and to ensure that proposals brought forward by the PSP comply with the 'primary purpose' of the BioQuarter. The 'primary purpose' is a legal definition which will be embedded in the legal agreements governing the project and will restrict development by the PSP to certain land uses and the require development to meet the overarching principles set out in the vision for the site and the place strategy.

Conclusions

- 4.10 The Council has a long-standing commitment to the BioQuarter project and has already established the financial contribution it will make in order to progress the project. This is limited to business case development funding. No capital investment is sought, and the Council is not expecting a financial return from this project. The focus is on securing the projected economic and social outcomes.
- 4.11 In terms of the Council's Risk Appetite Statement the project falls into two Risk Descriptions – Programme and Project Delivery where the risk appetite is low to high; and Reputational where the appetite is low to moderate. The assessment in terms of actual risk to the Council in proceeding with the project is low and the potential benefits for wider society are significant. In summary, the OBC provides a sound basis on which to proceed with the project and the procurement of a development partner.

5. Next Steps

- 5.1 It is recommended that Committee refer this report to Council for approval to enter into EBQ3 Ltd. Subject to approval from Council, officers will work with the BioQuarter Programme Team to progress the project.
- 5.2 EBQ3 Ltd will be established with officers appointed to the board in the first instance and the procurement process will begin. It is requested that Committee delegate authority to the Chief Executive to nominate Council officers to the company board.
- 5.3 Subject to the agreement of the OBC, by all the project partners, the high-level programme for the project is as follows:
- 5.3.1 Procurement go-live – Q4 2021.
 - 5.3.2 Bidder shortlist – Q1 2022.
 - 5.3.3 Preferred bidder – Q4 2022.
 - 5.3.4 Design work commences – Q2 2023.
 - 5.3.5 Works commence on site – Q2 2024.
 - 5.3.6 Full occupation – 2036/37.

- 5.4 A report will then be brought back to in late 2022 with the outcome of the procurement process.

6. Financial impact

- 6.1 There are no direct financial impacts arising from this report. The funding required for this project has already been agreed by Committee and no additional funding is sought at this time.

7. Stakeholder/Community Impact

- 7.1 The economic case set out in the OBC is strong in terms of jobs created and value to the Edinburgh economy. The BioQuarter Partnership already has an outreach programme in place which is creating opportunities for school children in the local area. The community benefits required through the procurement process will seek to maximise positive outcomes for the locality.
- 7.2 The emerging masterplan, while having a strong focus on life science workspace, is for a new urban quarter rather than a business park that sits behind gates. In addition to the potential new jobs that will be created, there is also the ability to provide services and amenities for surrounding communities within the BioQuarter.
- 7.3 Once a private sector partner is appointed, planning proposals will be developed, and further community engagement and consultation will be undertaken.
- 7.4 The community impact arising from the proposal is considered to be positive and an Equalities Impact and Rights Assessment has been undertaken collectively by the partners.

8. Background reading/external references

- 8.1 Additional background papers for the project can be made available upon request.

9. Appendices

- 9.1 Appendix 1 – BioQuarter – Outline Business Case – Redacted Version.



Outline Business Case

Version 2 - Updated August 2021 with **COMMERCIALY SENSITIVE DETAILS OMITTED**

CONTENTS

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This Outline Business Case has been developed by the Edinburgh BioQuarter Programme Team, with selected inputs from the various project advisers and the senior operational leads.

1. Introduction and Background
2. Strategic Case
3. Management Case
- ~~4. Commercial Case~~
5. Economic Case (taken from the work that Streets UK/Stantec have done)
- ~~6. Financial Case (taken from the work that Grant Thornton have done)~~

APPENDICES: these are not attached to the OBC but are available upon request from the Programme Team.

Appendix B. Economic and Social Impact Assessment (and Principles) – Strategy Board has noted and approved principles

Appendix C. Innovation Strategy and Principles – Strategy Board has approved

Appendix F. Accounting and Taxation Review - for noting

Introduction and Background

This section of the Outline Business Case presents the introduction and background. Its purpose is to:

- Give background to Edinburgh BioQuarter
- Set the scene for the project
- Outline the governance approvals that are required
- Set out the schedule of 'Control Documents' that are referred to in the other sections of the Outline Business Case and legal documents

1.0 Introduction

A transformation of Edinburgh BioQuarter is planned. The shared vision of the BioQuarter Partners (City of Edinburgh Council, NHS Lothian, Scottish Enterprise and the University of Edinburgh) is to unlock BioQuarter's full innovation potential and transform the site into Edinburgh's Health Innovation District - a new mixed-use, urban neighbourhood of Edinburgh, centred around a world leading community of health innovators and companies.

In order to deliver this new and exciting vision, the expertise and financial backing of a private sector partner are required. The investment level and speed of development needed to unlock BioQuarter's full potential exceed the resourcing of the BioQuarter Partners by themselves.

As agreed in principle by the BioQuarter Strategy Board in January 2020, a compliant procurement exercise is currently in the pre go-live stage. The intention is to select an investment and development private sector partner with the financial means and development experience to accelerate delivery of the vision.

Preparations for the procurement exercise are going well and the team is on track for the procurement exercise to go live in October 2021.



3.0 The Story so Far

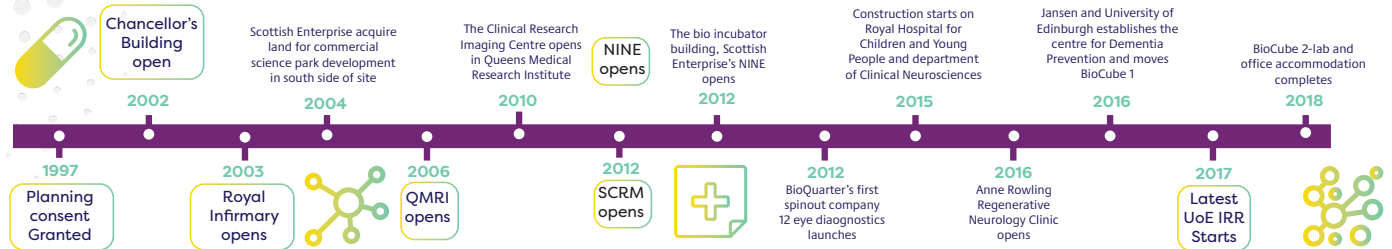
Edinburgh BioQuarter is currently one of the UK's leading life sciences centres of excellence and is home to the University of Edinburgh Medical School and the Royal Infirmary of Edinburgh. It was the first location in the UK to co-locate academic research, clinical development and commercial research at scale.

In 1997, the Scottish Government obtained planning permission for land in the Little France area of Edinburgh. This allowed the Royal Infirmary of Edinburgh and the University of Edinburgh's Medical School to be relocated from their historic sites in the City Centre, as the first stage in the creation of a new medical neighbourhood. Development commenced immediately and in 2002 NHS Lothian opened the first building to patients – the new Royal Infirmary of Edinburgh.

At the same time the University completed its first phase of relocation of the College of Medicine and Veterinary Medicine with the move of medical teaching and research to the adjacent Chancellor's Building. This was followed by the Queens Medical Research Institute in 2006 and Scottish Centre for Regenerative Medicine in 2012.

In 2004 Scottish Enterprise acquired the surrounding land with a view to establishing one of Europe's leading locations for life sciences companies. In 2012 the bio-incubator building NINE opened and welcomed its first tenants.

In 2007 the site was named Edinburgh BioQuarter.



4.0 BioQuarter Today

BioQuarter is a leading UK destination for life sciences innovation, medical teaching, research and healthcare delivery. It hosts a community of 8,000 people who work and study on site. BioQuarter also welcomes significant numbers of patients and visitors each year.

The site provides a range of highly skilled jobs and is a hive of productivity. The community is driven by the common goal of improving lives. Its highly skilled workforce is made up of diverse fields including medical researchers, clinical professionals, healthcare, data analysts, image specialist, teachers, and health innovators.

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It is anchored by two major institutions:

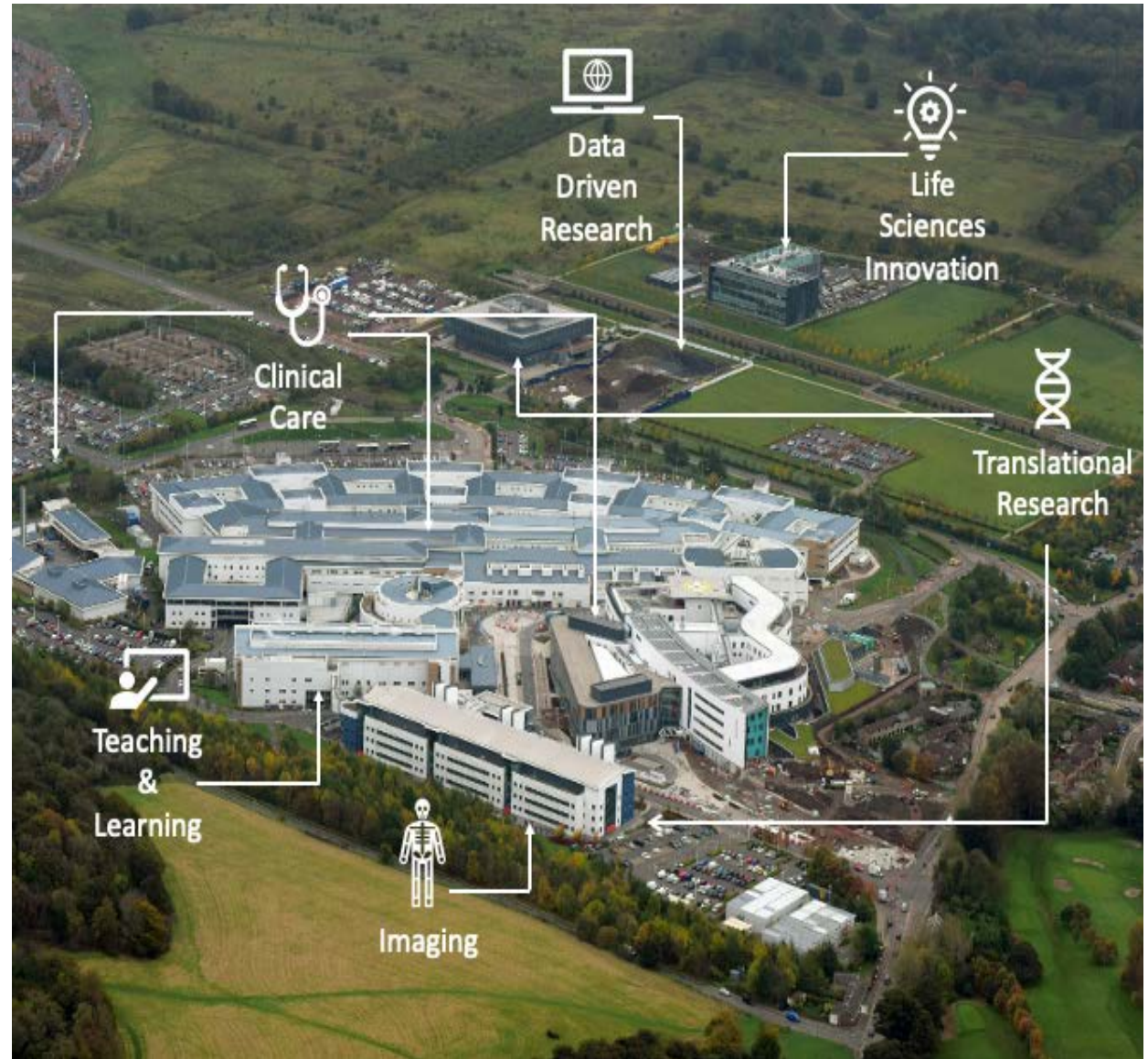
The Royal Infirmary of Edinburgh (RIE)

The hospital has circa. 900 beds and is one of Scotland's major acute teaching hospitals and tertiary care centres. Alongside the RIE is the new Royal Hospital for Children and Young People and Department of Clinical Neurosciences, which began receiving its first patients in July 2020 and was fully opened in 2021.

The University of Edinburgh Medical School (EMS)

Currently ranked 24th in the world QS ranking, EMS has specific research strengths including brain sciences, advanced technologies, regenerative medicine, medical informatics, data-driven health innovation and translational medicine.

The range of facilities at BioQuarter generates upwards of £204 million in gross value added each year.



1

The Royal Infirmary of Edinburgh

One of Scotland's major acute teaching hospitals. With a 24-hour Accident and Emergency department, it provides a full range of acute medical and surgical services.

2

The Royal Hospital for Children and Young People

Provides care for children and young people from birth to around age 16.

3

Department for Clinical Neurosciences and Edinburgh Neurosciences

The work of over 500 fundamental and clinical researchers spans the life course – from prenatal to old age and attempts to answer fundamental questions.

4

The Anne Rowling Regenerative Neurology Clinic

Delivers research and trials for people with neurodegenerative disease, as well as hosting NHS specialists.

13

Edinburgh Infectious Diseases

Is a network of researchers and clinicians in infectious disease in Edinburgh where more than 170 research groups are focused on infectious diseases.

12

Edinburgh Clinical Research Facility

Provides clinical researchers with access to space, nursing input and scientific support to conduct high quality clinical research, focused on experimental medicine.

BioQuarter today – facilities cont.



5

Edinburgh Imaging

Clinicians, researchers and scientists work together to advance health through excellence in imaging science.

6

Queen's Medical Research Institute (QMRI)

A world-class clinical research facility with four strategic centres addressing major disease challenges.

11

NINE Innovation Centre and BioCubes

Designed specifically for rapidly growing health innovation companies.

10

Usher Institute

Works with people, populations and their data to understand and advance the health of all through innovative collaborations in a global community.

9

University of Edinburgh Medical School

Home to the world-leading University of Edinburgh Medical School.

8

Institute for Regeneration and Repair (includes CRM)

Where scientists and clinicians study tissue regeneration and repair, stem cells and disease to advance human health.

7

Centre for Dementia Prevention

The Centre combines research in science, medicine and social sciences to lead global efforts in preventing dementia.

5.0 Investment to Date

Over the past two decades, BioQuarter has developed extensively with over £600 million (including new IRR main building and RHSC) of capital invested in buildings, infrastructure and specialist equipment (excluding acquisition costs).

Funding to date has been by the BioQuarter Partners, Scottish Government, Medical Research Council and philanthropic sources.

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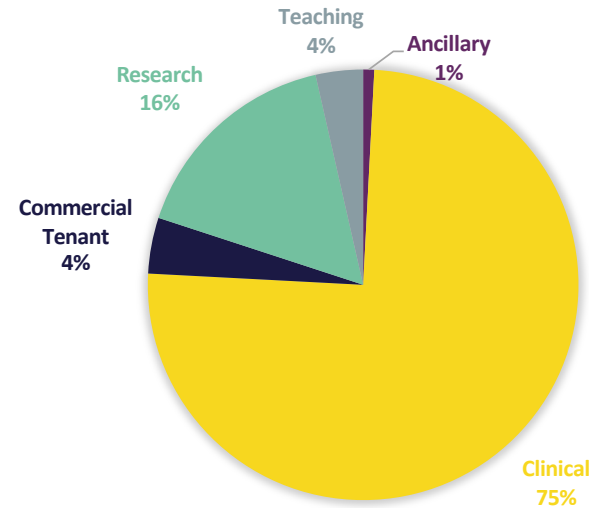
OVERALL TO DATE

- £624m capital investment
- 70 acres of land developed
- 2.5m square feet of clinical, teaching and commercial tenant space

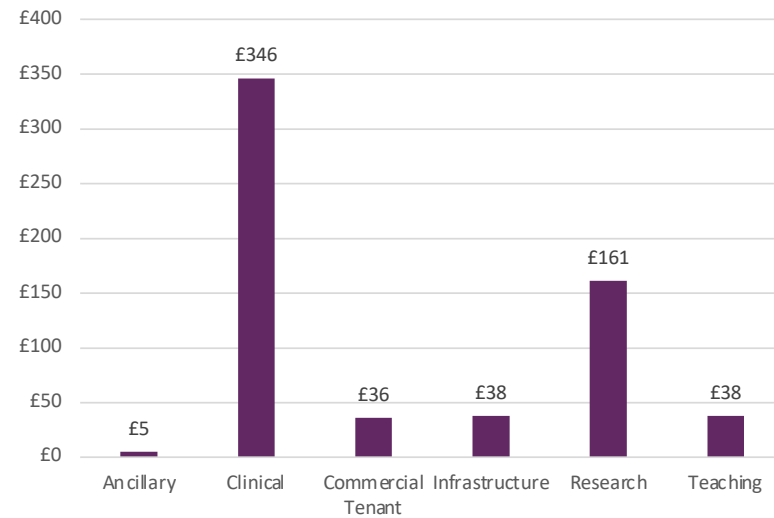
Over the last 20 years, BioQuarter has generated an estimated £2.72 billion gross value added from its research, clinical, and commercial activities and a further £320 million from its development (in current prices).

Note all data updated to include IRR and RHSC but not Usher or IRR Expansion project.

Total GIA Space Delivered to Date (sqm) – 240,000



Total Capital Investment To Date (£m) - £624m



5.1 Infrastructure Investment to Date

There have been 5 major public sector funded infrastructure interventions to date that have unlocked the land in phases.

2002 - £10m
 Scottish Government funded infrastructure associated with the Chancellor Building & QMRI

2005 - £5m
 Scottish Enterprise funded £5m of infrastructure to facilitate SCRM and BioQuarter NINE & BioCubes

2016 - £10m
 Scottish Government funded £10m of infrastructure associated with the new RHSC

2018 - £10m
 University of Edinburgh and Scottish Enterprise funded infrastructure to improve connectivity between north & south

2020 - £13m
 City Region Deal funding for £13m of infrastructure to install major infrastructure to facilitate new Usher Institute.



6.0 Part of a thriving Scottish Life Sciences Sector

Edinburgh BioQuarter already has a network of leading clinicians, academics, scientists and life sciences businesses based on site and is part of a thriving life sciences sector in Scotland and the UK.

Like all ecosystems, BioQuarter's ecosystem is taking time to develop. It has significant unlocked potential. Over the past two decades its notable successes include:

- 2012 the first dedicated Life Sciences Innovation Centre opened at BioQuarter - a mix of incubator and grow-on space for life sciences companies – BioQuarter NINE

BioQuarter NINE and the supporting BioCubes 1 and 2 (commercial accommodation) are now fully occupied : they are home to 14 life sciences tenants and two strategic research institutes

- 10 spinout companies have been created through the College of Medicine and Veterinary Medicine since 2012, attracting £10 million early-stage investment

The Scottish Life Sciences Sector has an ambitious target of reaching an annual turnover of £8 billion by 2025

- It has 41,000 people employed across more than 770 organisations
- It had a turnover of over £6.5 billion in 2019

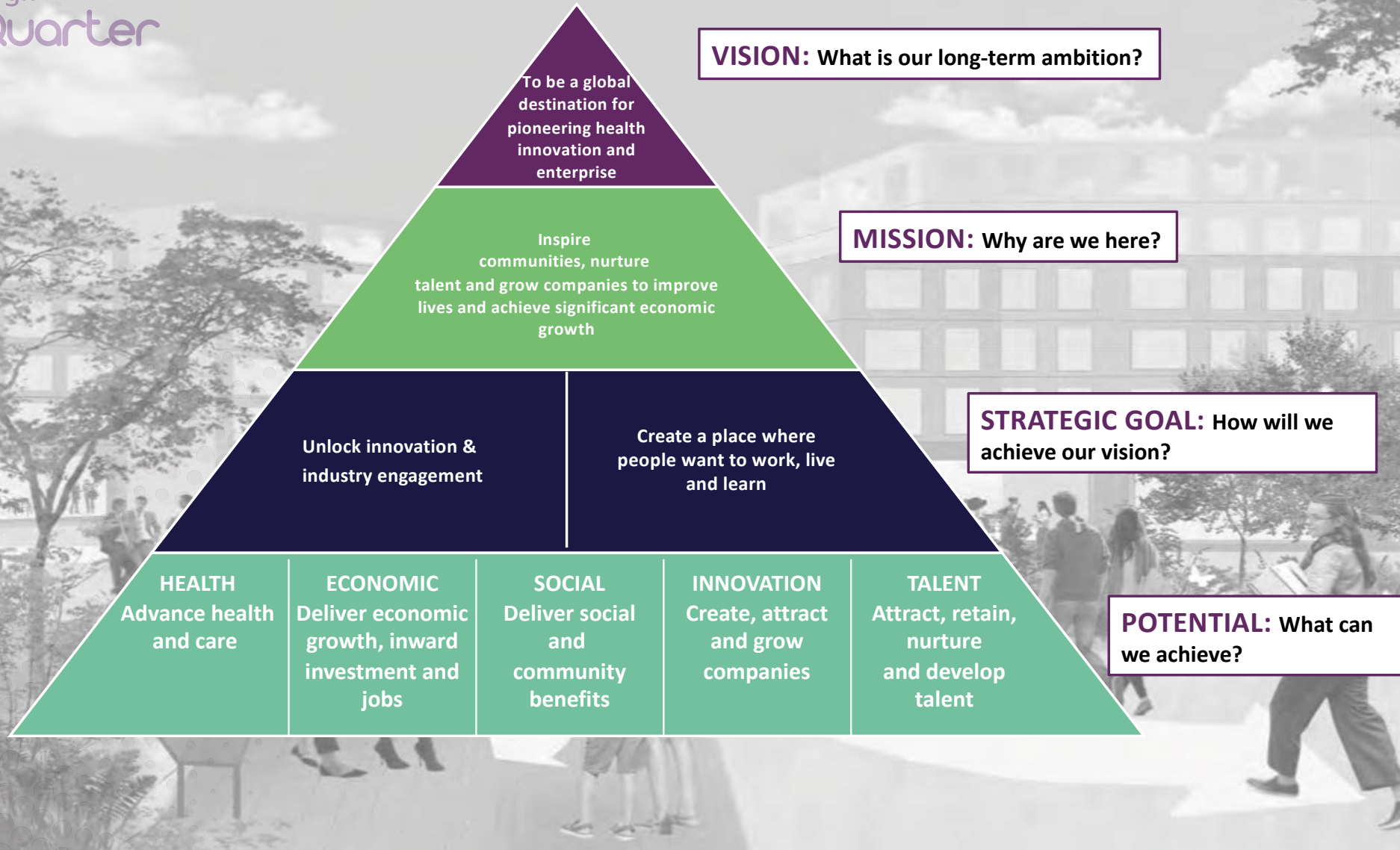
Scottish Government target for life sciences sector to reach £8 billion turnover by 2025



STRATEGIC CASE

This section of the Outline Business Case presents the Strategic Case. Its purpose is to set out the:

- Need for unlocking innovation at BioQuarter
- Implementation route - creation of a public private partnership
- Transformation of BioQuarter into Edinburgh's vibrant Health Innovation District.



7.0 Vision

The next chapter for BioQuarter is here and the BioQuarter Partners have a strong foundation on which to build. Today's BioQuarter is a melting pot of talent. It contributes significantly to the local and national economies and the health discoveries and ideas that it generates are considerable. It is currently the third largest UK Life Sciences site after Cambridge and the Newcastle Helix.

Over the last 20 years, BioQuarter has generated an estimated £2.72 billion gross value added from its research, clinical, and commercial activities and a further £320 million from its development. The on-going investment of the BioQuarter Partners in academic and clinical facilities will lead to it becoming the second largest health and social care-focused site in the UK within the next ten years.

However, BioQuarter has the potential to continue to evolve and do much more, most notably within the field of commercial innovation and encouraging collaboration between academics, clinicians and industry. With a worldwide life sciences market value of £868 billion and an anticipated annual growth of eight to ten percent, the commercial life sciences, data innovation and biomedical sectors are crucial to the global economy. With this growing global market, it is essential that BioQuarter is able to compete on a global platform, leading health and social care offerings around the world and does not get left behind. The focus of other global health related sites regenerating and branding themselves into 'Innovation Districts' rather than 'science parks', recognises the rapid integration of technologies and science and the need for nurturing collaboration.

The BioQuarter Partners' long-term vision: to build upon Scotland's and BioQuarter's existing, recognised expertise in health technology, data driven innovation and Life Sciences, and use this as a platform from which to broaden BioQuarter's commercial innovation activity; attract, grow and retain new innovative businesses and transition BioQuarter from a national to a global destination.



Edinburgh's Health Innovation District: To be a global destination for pioneering health innovation and enterprise



8.0 Strategic Drivers

What drives the need for BioQuarter’s vision today? With one of the most serious economic and health crisis currently upon us, the drivers for unlocking BioQuarter’s potential have never been more relevant. With the opportunity to create 3650 permanent new jobs on site and to contribute significantly to the UK economy over the next 10-15 years, BioQuarter will not only play a critical role in the fight against disease but will be a major contributor to Scotland’s economic and employment recovery.

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Edinburgh BioQuarter is enviably positioned to lead research on local and global Health Challenges. University of Edinburgh research scientists and NHS Lothian clinical staff already work together across the BioQuarter site to tackle the global and local health challenges of our time. Today the greatest of these is the Covid-19 Coronavirus pandemic and tomorrow, who knows. BioQuarter’s ideas, discoveries, facilities and skills have enabled whole teams to pivot in response to the outbreak. The Stop COVID, CovidLife and Cornagenes studies have already launched. Dozens of additional studies are also underway.

Education and discovery are key to tackling all health challenges. Solutions to both local and global treatments, diagnostics and care will come from “bench to bedside” translational research and commercial enterprise. With clinical, non-clinical, wet and dry lab facilities located right next to NHS Lothian clinical facilities and with patients on the same site as industry and medical students, BioQuarter is primed to continue to expand its solutions to growing health issues, whilst becoming an economic catalyst for job creation, company growth and inward investment.



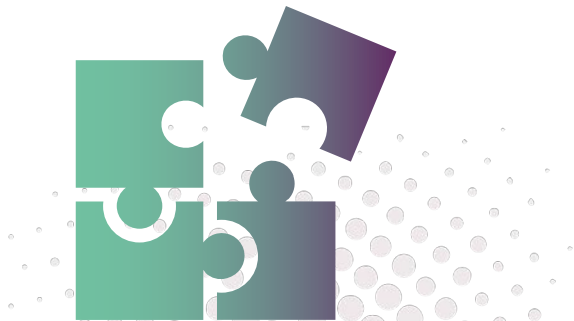
Economy and employment



Health

9.0 Strategic Goals

The vision is ambitious. There are two clear goals to achieving the vision:



Unlocking Innovation

The ambition is to develop BioQuarter rapidly into Edinburgh's Health Innovation District. This addresses a key opportunity and recognises that the optimum performance of BioQuarter will be achieved through the enhancement of the location to attract new investment and organisations to the site and create jobs. BioQuarter must transition from a specialist life sciences research park to a fully functioning, vibrant health innovation ecosystem. This will maximise the value of the location both to local communities and to the organisations supported there. To achieve this, it is essential to develop, attract, grow and retain new health-related innovation businesses. The reach of the next phase of the BioQuarter's development will be much broader than that to date.

Create Space

A placemaking strategy is critical to BioQuarter's success and to ensure that the Innovation District functions to its full potential. Now more than ever, people have great expectations of their environment. 20 years ago, to access an innovation economy, workers had to drive to a secluded suburban business park, work on their own, then drive home. Today, people want to be in urbanised places which are walkable, bikeable and where they can bump into other people. Businesses want to be near other businesses, research labs and Universities so smart ideas can be turned into new products. People want to collaborate and discuss in open, busy spaces with coffee. Successful places need people not just working there but living there to bring critical mass and ensure evening and weekend business. Innovation Districts are competitive places and cool spaces, where people live, work, learn and discover together.

9.1 Implementation

The implementation of the next chapter is well underway, however there are several key steps that need to take place before change can happen. The following table illustrates these necessary steps and progress to date.

Strategic Goals	Implementation Route	Progress
<p>To unlock Innovation</p> <p>To create a place that people want to live and work</p>	<p>Step 1:</p> <ol style="list-style-type: none"> EBQ3 Ltd Formed: sign the EBQ3 Ltd shareholders agreement which will oversee the procurement and project development (EBQ3 consists of the City of Edinburgh Council, University of Edinburgh and Scottish Enterprise) <p>Step 2:</p> <ol style="list-style-type: none"> Procurement and partnership: procure a private sector partner to deliver the physical redevelopment of the JV land zone and form a strategic joint venture consisting of the private sector partner and EBQ3 Ltd. <p>Step 3:</p> <ol style="list-style-type: none"> Develop land: develop the acquired land as an integral part of BioQuarter. 	<ul style="list-style-type: none"> Awaiting the 3 partners governance then shareholders agreement to be signed ahead of go-live. Awaiting the 3 partners governance Commence procurement

9.2 Unlocking Innovation

Unlocking innovation and transforming BioQuarter from an academic/clinical-led science park to an innovation district sits at the heart of the vision. This requires careful growth of the ecosystem to create, attract and grow existing and new businesses. Currently there are 14 companies accommodated within BioQuarter NINE and three "virtual" companies as part of its growing business network membership. There is potential to grow this exponentially.

The aim is that BioQuarter develops as a destination where health innovation companies can “go to grow” and provides a welcoming environment for companies of all stages, shapes and sizes. Under current plans, our Innovation District has the potential to nurture tens, if not hundreds, of companies; this level of critical mass will improve innovation capacity and bring exponential benefits, delivering both social impact and economic growth.

This is not just about creating more space. It is about providing formal, tailored support for companies and entrepreneurs to grow, for example post incubation support for University spinouts to land and grow, and entrepreneurial education programmes to attract new organisations and investors.

Innovation Districts have been identified by the Brookings Institute as a key source of business growth, especially in cities. They note the importance of clusters to the whole ecosystem and delivering synergistic benefits to the effectiveness of the Innovation District and its anchor institutions (namely the University of Edinburgh and NHS Lothian).

According to research from the International Association of Science Parks (IASP) companies themselves are one of the critical factors in building brand awareness. Therefore, alongside targeted marketing communications, our brand awareness will increase as our community grows onsite. Our anchor institutions will reap the benefits through increased activity and collaboration opportunities, as well as the through more investments and investors connected to this "enhanced" ecosystem.

Lay the foundations of a successful Innovation District by being inclusive, easily accessed, open to different groups and having a broad range of opportunities.



Cont.

BioQuarter's innovation ecosystem has many advantages, building on BioQuarter's location in Scotland and its history as an innovation hub. Our vision for BioQuarter is to be a global destination for pioneering health innovation and enterprise. From this vision flow four key health innovation pillars which have been developed by the Innovation Strategy Working Group. These are areas of overarching strength, with touchpoints across the whole BioQuarter ecosystem.

These are influenced by current and future activity, they align with Scottish Government strategies (digital health and care, life sciences and economic) and are market-driven. They reflect on partners' objectives for the innovation district, support delivery of a joint agenda towards innovation and help to support a clear narrative in relation to promoting the Innovation District when communicating with key stakeholders.

The BioQuarter Partners' 2020 Innovation Strategy and Principles is included as Appendix C for Strategy Board approval.

Our health innovation pillars:

1. To be the "health" data capital of Europe

The lightning rod that links all research and innovation at BioQuarter is data. It is one of the key drivers of growth for Edinburgh and Scotland's economy. If data is the "new gold" then BioQuarter is as a well-stocked "mine". It is at the forefront of Scotland's health data, digital health and health tech capabilities and, pump-primed by the £1.3 billion Edinburgh and South East Scotland City Region Deal and the Usher Institute's expansion at the heart of BioQuarter. There is an opportunity to make global impacts through research, teaching and the growth of companies that are both founded locally and as inward investments into the site.

2. To revolutionise healthcare by harnessing discovery science and dynamic enterprise to make new drugs, treatments and technologies available to patients more quickly.

COVID-19 has shone a global spotlight on the length of time it takes to deliver a new drug or treatment to patients. BioQuarter can accelerate this process thanks to its strengths in research, science, clinical expertise, company creation and growth, and the excellent facilities on site. It can leverage itself as a key destination where researchers and companies, together, can translate and test medical innovation at scale and on time. To support this vision, the community can build capacity and funding with a market-driven focus, allowing for the experimental development, testing and evaluation of new solutions in collaboration with stakeholders, including NHS staff and patients, all in one place, enabling a world-leading destination for experimental medicine.

3. To transform patient care and improve services in Scotland through more healthcare-led innovation.

BioQuarter's innovation ecosystem allows unique access to NHS Lothian's testbed. The ecosystem can help to tackle the key health and social care issues facing BioQuarter's local communities as well as national and global health challenges. These solutions then have the potential to spread widely, enabling the future delivery of health and care services that are more effective, more efficient and more affordable.

4. To develop as Scotland's home for advanced therapeutics for the benefit of patients across the world.

BioQuarter is home to the Institute for Regeneration and Repair bringing together one of the largest communities of regenerative and stem cell scientists on one site in Europe. We have the ability to tailor health care to address the needs of sub-groups within susceptible populations that share common genetic and immunological characteristics and can in some cases, even tailor treatments to a specific individual's unique genetic makeup. The markets for cell and tissue therapies are growing at an exceptional rate and with a significant cluster of companies already forming in Scotland, with the right investment and programmes - BioQuarter can lead the charge in this area.

Key to unlocking innovation is the City Region Deal

Development continues over the next few years as part of the Edinburgh and South East City Region Deal. The new Usher Institute's Data-Driven Health and Social Care Innovation Hub will be built at the heart of BioQuarter along with its enabling infrastructure also part of the City Region Deal.



- Part of a £1.4 billion investment to establish Edinburgh as the Data Capital of Europe.



- The new £68m Health and Social Care building will sit at the heart of BioQuarter.



- 600 clinicians, researchers, students, data scientists and professional services.

- 50 health and social care experts all in one place.

- 49 new companies.

- £138 million research income.

- 277 new datasets utilised to improve.



9.3 Create a place where people want to live, work and learn

The second goal is to create a place where people want to live, work and learn. This goal is key to BioQuarter meeting its full potential and attracting and retaining new business, skills and talent. Transitioning the site into a thriving Innovation District: an urban neighbourhood where people want to live, work, play, visit, relax and learn, will be complex and will require investment. The new development will need strong sustainability characteristics and will offer a range of residential homes, retail and hospitality outlets. This will create a new 24/7 live, work and play neighbourhood that will include town centre amenities, a hotel, gym and green outdoor spaces. The existing buildings and site will need to be carefully stitched into this.

The innovation district will need strong sustainability characteristics, a quality public realm and a range of innovation facilities. For critical mass and place making, innovation will sit alongside private residential accommodation, student residential accommodation and affordable homes. A second town centre which has good connectivity to the existing Royal Infirmary main mall will host retail and leisure facilities. With the drive to create new '20- minute neighbourhood', the new town centre will bring people to the site and provide for those on the site.



Illustrative Visual of a future residential and mixed use community

Cont.

The private sector partner will develop their first buildings in Zones 1A and 2A (see plan in section 4.0). It is intended that these first buildings will form a second town centre for BioQuarter with easy connections to the original 'town centre,' which is the hospital mall within the Royal Infirmary of Edinburgh, and the existing bus hub. This new heart of the Health Innovation District will be a lively town centre with commercial innovation accommodation, café's, gym facilities, a community outreach centre, a nursery and a hotel blended with residential homes. This new 20-minute town centre will be bookended by the existing BioQuarter NINE and the new £68m data-driven health and social care innovation hub – home to the Usher Institute.

This first development area is estimated to have a 10 to 15 year programme, starting in 2024.

Create a successful place for people to thrive



Cont.

It is essential that Edinburgh BioQuarter sets a high bar for the sustainability and wellbeing and green agendas. These cross all workstreams and impact all aspects of the BioQuarter.

A sustainability assessment was undertaken on behalf of the BioQuarter Partners earlier in 2020. This established a set of principles that all partners will be responsible for contributing to and pursuing. This framework will ensure that all development and activity on site aspire to the highest level. These principles will be embedded in the Edinburgh BioQuarter Place Strategy which is one of the Control Documents listed in Section 2.1 of the Outline Business Case Introduction and Background.

Green Agenda



Net zero operational emissions for all new BioQuarter buildings;

- To deliver better air quality at the site making a healthier community;



Biodiversity net gain for all development at the site;

- To restore and enhance the natural world;



Building design for a future climate;

- To build a resilient development that can adapt to a future climate;



Promoting health and wellbeing within design;

- To help the EBQ community have a big impact in what they do.

10.0 Development of the Land

Developing new accommodation is at the heart of both unlocking innovation and creating a place where people want to live, work and learn. Without this neither can take place. The Statutory Place Brief will replace the existing Supplementary Guidance and will be given planning status as part of the City of Edinburgh Council's Local Development Plan. This will ensure that the BioQuarter development has a degree of planning status but remains flexible for the new private sector partner to develop. The detailed masterplan will be developed in 2023 by the private sector partner based on this for the JV land zones. This will need to be dovetailed into the University of Edinburgh's land holdings to ensure a holistic masterplan.

Development of the Place Strategy has demonstrated that there is an estimated 540,000 sq. m. GIA of potential on the land south of Little France Drive if urban heights are utilized – see plan over. This GIA is formed from:

- 30,000 sq. m GIA has already been delivered – Scottish Centre for Regenerative Medicine, Institute for Regeneration & Repair, BioQuarter NINE and BioCubes
- 100,000 sq. m GIA will be developed by the University of Edinburgh as part of its own Estates' strategies e.g. Usher Institute and expansion of the Institute for Regeneration & Repair.
- 410,000 sq. m GIA (4.4m sq. ft) is the focus of the private sector partner on the 61 acres of undeveloped Scottish Enterprise land

The most recent masterplan approved by the City of Edinburgh Council as the planning authority, in 2014, allows for 245,000sqm of life sciences space (commercial and academic) south of Little France Drive.

For the purposes of aligning this Outline Business Case's financial, economic and commercial elements, the site has been zoned as 1A, 1B, 2A and 2B (see plan). As the detailed masterplan and delivery strategy will be developed further by the private sector partner at a later stage, the timing and size of the zones may change. Each zone has an estimated density of GIA space developed through the BioQuarter Place Strategy. Each zone has a mix of accommodation which includes residential housing required for critical mass, place strategy and commercial viability.



11.0 BioQuarter's Potential

The potential of BioQuarter's development to deliver against local and national priorities is significant. Five pillars of success have been developed which will underpin the future for BioQuarter's as Edinburgh's Health Innovation District.

At its core, BioQuarter aims to accelerate advances in healthcare and wellbeing and expedite the discovery of new drugs, treatments and technologies to improve lives. In doing so, it will be an integral part of the continued regeneration of its neighbouring communities, via employment and education, and will bring significant social and economic benefits to Edinburgh and Scotland.

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INNOVATION: Create, attract and grow hundreds of companies and continue to develop pioneering research



TALENT: Attract, retain, nurture and develop talent to enhance Edinburgh's knowledge economy

By unlocking innovation through a public - private partnership we can



HEALTH: Make revolutionary advances in health and social care delivery, innovation pathways and teaching to improve lives



ECONOMIC: Deliver economic growth, inward investment and new jobs



SOCIAL: Deliver social and community benefits as part of the Scottish Government's inclusive growth agenda

11.1 Health

At its core, BioQuarter exists to advance healthcare discoveries and education, improve people's lives and enhance health and well-being. With the world facing increasing health and wellbeing issues and with an aging population, treatments, preventions and diagnostics are key to tackling this.

Chronic diseases, such as diabetes, cancer and heart disease, are collectively responsible for over 70% of all deaths worldwide annually, or 41 million people. Over 85% of these premature deaths are in low and middle-income countries.

Cancer is the most common cause of death in the UK (28%) followed by circulatory diseases, such as heart diseases and strokes (25.0%) and 13% dementia.

Edinburgh BioQuarter is in an enviable position to lead research and innovation around these global and local health challenges. Co-location makes it possible to consider the impacts from every angle of clinical need and patient pathways.

An Innovation Strategy has been created to underpin how the partnership works together to achieve these health outcomes.

Positioning of our innovation ecosystem is critical for marketing the BioQuarter to an external audience.

LOCAL HEALTH CHALLENGES

Health Inequalities - The SPECTRUM data-driven project aims to inform prevention of non-communicable diseases, researchers aim to use their work to transform policy to encourage and enable healthy environments and behaviours.

Health and Wellbeing Education - Strong role for education in preventative health across populations.

Obesity - work led in CVS considering obesity from metabolic, genetic and developmental angles. At the CRH, scientists are considering the impact of obesity on pregnancy and future health.

Alcohol and Substance Abuse – home to the Scottish Alcohol Research Network. A network of clinicians, academics, researchers and others with an interest in alcohol-related harm research.

Mental Health and Wellbeing – teams working in Edinburgh Neuroscience span the whole life course from birth through adulthood to old age, with fundamental and clinical work integrated across all areas.

GLOBAL HEALTH CHALLENGES

Air pollution and climate change - A team of researchers led by Dr Mark Miller and BHF Professor David Newby continue research into pollutant nanoparticles linked to diesel exhaust fumes identifying new biomarkers that may be able to flag exposure and toxicity levels.

Non-communicable diseases - including heart disease, stroke, cancer, diabetes and chronic lung disease are collectively responsible for almost 70% of all deaths worldwide.

Antimicrobial resistance - The Edinburgh Infection Diseases research group covers one of the greatest threats to global health, its potential economic and societal impact is substantial.

Vaccine hesitancy - BioQuarter's award-winning public engagement programmes aim to take steps towards openness about research and its role in society, thereby supporting efforts to reduce vaccine hesitancy within local communities.

HIV – the Edinburgh Infectious Diseases group's most recent publication reveals a new group of men at most risk of the infection.

Aging population - the Centre for Dementia Prevention is a global centre of excellent in this field.

11.2 Innovation

A thriving health innovation ecosystem is a core part of the development of Edinburgh BioQuarter's Health Innovation District. This will only be possible if we create, attract and grow hundreds of companies and continue to develop pioneering research.

Given the historic investment by partners in Edinburgh BioQuarter and the current strengths of its ecosystem, Edinburgh Health Innovation District has a strong foundation from which to build. Through releasing and developing the land owned by Scottish Enterprise, retail, hospitality and housing will be developed alongside new space for innovation, collaboration and commercial tenants. In tandem by developing, attracting, growing and retaining new and existing health related innovation companies, BioQuarter can unlock its innovation potential.

This combined development will provide the physical elements around which the Edinburgh Health Innovation District can be formed. However, they will not in themselves be sufficient to create a world-class enhanced ecosystem at our Innovation District. To achieve this partners must work to attract the investment and skilled personnel necessary to take forward new technology developments and health-related services that utilise the unique strengths that Edinburgh BioQuarter offers (life sciences, data and biomedical sciences) and which work in tandem to benefit the overall success of the ecosystem and its partners.

INNOVATION CAPACITY

Develop a thriving ecosystem that is flexible, well-resourced and adds value to its community, e.g. entrepreneurial programmes.

LEADERSHIP

Form a strong leadership structure to promote innovation-related decisions about activities and space.

CRITICAL MASS

Grow, attract and retain organisations and companies in a cluster which contributes synergistic capabilities to the success of the ecosystem.

SHARED AMBITIONS

Unite the community together with shared goals and outcomes.

REPUTATION/BRAND

Grow a globally recognised brand for innovation and ensure that the community promote a shared and consistent message

DIVERSITY AND INCLUSION

Create a bottom-up approach to innovation by providing funding and time for staff to get involved and actively bring in the local communities through skills and education.

COLLABORATION

Break down barriers and create a culture of sharing, working together, transparency, access and engagement across the district.



Cont.

Key to unlocking innovation is space. The vision is to develop space over the next 10 to 15 years for over 250 new companies which will accelerate the growth of a critical mass of highly skilled innovators.

Unlock BioQuarter's innovation potential by taking a holistic approach to innovation, activating it and focusing on 4 themes:

4 core healthcare ambitions



- **DATA:** support all research with data and ensure access to data is accessible with Usher at the heart of BioQuarter



- **SPEED:** accelerating production and efficiencies of new drugs, treatments and technologies



- **SOLVE:** prioritising NHS patient needs through healthcare-led innovation
- **DISCOVERY:** grow as Scotland's home for advanced therapeutics innovation and treatment of disease

As part of the work on the Innovation Strategy, a set of principles has been developed. These can be found in the Strategy document which is included at Appendix C. These ten principles have been designed as a framework for success. The BioQuarter Strategy Board will be asked to approve these principles.

Cont.

It is everyone at BioQuarter's responsibility to develop the site into a thriving innovation ecosystem; this will require a more holistic approach than has been taken to date. The BioQuarter Partners' innovation 'experts' have, for the first time, formed an Innovation Strategy Working Group (ISWG) with representation from all partner's innovation teams. The group has developed a Health Innovation Strategy and a set of core principles which will be the framework for unlocking innovation. This can be found at Appendix C.

This is the first joint Innovation Strategy for BioQuarter.

To inform the Strategy, a review of the current ecosystem was carried out. This involved undertaking research and an analysis of global Innovation Districts. The 'Mapping Edinburgh BioQuarter's Innovation Ecosystem: Current Actors and Assets and Comparator Analysis' report, which has been shared with the ISWG and Senior Operational Leads and is available upon request., provides a framework for delivering a world-class ecosystem as a core part of the development of BioQuarter's Health Innovation District and supports the vision.

The strategy dovetails with the innovation plans of anchor institutions (namely the University of Edinburgh and NHS Lothian) and the strategic objectives of all four partners . It does not replace existing models, pathways or programmes but rather proposes a more holistic approach to stimulate growth of the innovation community. It builds on the many advantages of the current ecosystem, e.g. a track record of company growth, access to leading researchers, city-wide partners, an evolving investment environment and a highly skilled workforce.

The strategy outlines four key health innovation pillars which are areas of overarching strength (data and health tech capabilities, experimental and translational medicine, healthcare-led innovation and advanced therapies) in our ecosystem. These are market-driven, influenced by current activities and future needs and aligned to current Scottish Government strategic priorities (digital health and care, life sciences and economic). The strategy is clear that the anchor institutions, and major actors, should be encouraged to work more systemically. This more

integrated approach can create a "focal point" for innovation activity, supporting the potential for a central repository of information which contributes towards marketing intelligence and adds significant value to our USP and brand. It identifies the need for tailored company support mechanisms to retain organisations, post-incubation opportunities for University spinouts to take root and grow and entrepreneurial education to deliver the "buzz" required to attract new organisations and investors.

Integration across the whole system is essential to developing a cluster of companies with capabilities that add value to the overall effectiveness of the Innovation District,, enabling more innovation activity, increased collaboration opportunities and investments.

Innovation Principles

1. A strong management and leadership structure
2. Shared, appropriate innovation objectives
3. Shared ethos and knowledge exchange among all partners
4. Well-targeted communications and brand
5. A culture which supports "bottom-up" innovation
6. An integrated health innovation ecosystem
7. New ways of doing things for our on-site community
8. Attracting and retaining talented people
9. Nurturing the innovation pipeline
10. Inclusion of local communities

Over the next 10 to 15 years

Accelerated Growth

A thriving innovation cluster with the potential to accommodate over 250 health companies

Green Agenda

Net zero carbon energy solution for the full site by 2030 in line with city

Community

New education skills outreach centre

Further science engagement with local schools

Economic

£140m

Net additional annual GVA by 2036 (undiscounted)

Jobs & Skills



1,670

Gross PYE construction jobs



4,885

Gross additional FTE operational jobs (inc. innovation jobs)

Construction

£170 m construction impact to Scotland's GVA (gross, cumulative, discounted)

£400m GDV

Revenue Generated

£4m

in section 75 revenue

£800,000

in annual council tax revenue once complete

£12m

Annual retail & hospitality spend from residents once complete

Space



400

New residential housing units



200

Affordable housing units



850,000

sq ft of innovation accommodation



200,000

sq ft of new hotel, catering and leisure



20-minute neighbourhood

New town centre with café, shops and hotel

11.3 Community Impact

BioQuarter has the potential to be a powerful player in the regeneration of the local areas. Edinburgh BioQuarter is located in Little France, a suburb of South East Edinburgh, sitting within both the City Council's Edinburgh North East and Edinburgh South East Locality areas. Several neighborhoods, including Craigmillar, Liberton, Gilmerton, the Inch, Niddrie, Mordun and Danderhall, surround BioQuarter. Significantly, the communities of Craigmillar, Mordun and Niddrie rank highly on the Scottish Index of Multiple Deprivation.

The North East Edinburgh Locality Improvement Plan 2017-2022, which includes Craigmillar, recognises that the locality includes the most socially and economically disadvantaged areas in the City of Edinburgh, Scotland and Europe. Edinburgh BioQuarter is highlighted in the plan as a significant development in the area. Community consultation revealed that people in the area would like: "All our young people to reach their full potential have more opportunities for work and affordable leisure facilities and feel part of a community that is vibrant and thriving, strong, clean, green, safe and healthy." With similar hopes reflected in the South East Edinburgh Locality Improvement Plan 2017-2026, which includes the Moredun and Gracemount localities neighboring Edinburgh BioQuarter to the south. It is crucial that the development at BioQuarter leads to the creation of employment, educational and social opportunities and amenities for local communities – children, adults and families. For BioQuarter to be porous and inclusive looking forward, BioQuarter needs to be accessible to these communities physically, in terms of transport and ease of navigation. Furthermore, for it to be truly inclusive it needs to tackle non-physical barriers, pertinent to the socio-economic status of the surrounding areas. Thus, Edinburgh BioQuarter will undertake an ambitious community-centred engagement programme.

Recognising its mutual reward, for both the local communities and the internal community of staff and students that reside at Edinburgh BioQuarter, various organisations and partners have pursued community engagement projects to date. These include contractors working on construction projects, for example Balfour Beatty and Multiplex; and; research centres and Institutes within The University of Edinburgh, for example MRC-Centre for Regenerative Medicine (MRC-CRM) and The Queens Medical Research Institute, perhaps most notably working with staff and students at local schools in Craigmillar.

GOALS

- Ensure that the site develops to address the regeneration needs of the adjacent local communities. It must therefore be porous, connected and have no 'barriers'. This may require breaking down barriers that are perceived to exist between BioQuarter and local communities – the ethos of the "gated community" is the polar opposite to that of an Innovation District. The site, buildings and local amenities must fit the needs of local communities and must therefore be accessible, welcoming, open and inviting
- Ensure growth is green and sustainable and is at the heart of all decisions that we make
- Given the leading-edge healthcare and associated specialisms that will be based at the Innovation District, the project will improve the healthcare and wellbeing of the local area, the broader Edinburgh and Lothian region, Scotland and the UK
- Job creation, especially during the post-Covid economic recovery, will be critical. Jobs must be relevant both to experts attracted to the Innovation District and to those living locally. The project will deliver inclusive growth in line with the City of Edinburgh's growth strategy
- Deliver social benefits in terms of education and opportunities to improve workforce skills and wellbeing in BioQuarter's neighbouring communities and across Scotland

11.4 Community Impact Principles

As part of the work on Economic and Social Impact, a set of ten Community Impact Principles has been approved by the Strategy across six areas; these are outlined in brief below. The full set of principles can be found in the Economic and Social Impact Assessment report which is included at Appendix B.

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SCHOOLS AND TERTIARY EDUCATION

EDUCATION

Principle 1 - Facilitating the Provision of Placements and Mentoring Opportunities

Principle 2 - Delivering Knowledge Exchange to Learner Pathway Programmes

Principle 3 - Support Outreach Initiatives of the BioQuarter Partners

EMPLOYMENT

Principle 4 - Support Targeted Employment Initiatives Through Community Benefits

Principle 5 - Support Creation and Delivery of Work Based Learning Opportunities

Principle 6 - Work with Agencies to Support Local People into BioQuarter Employment

ENTERPRISE

Principle 7 - Support Local Enterprise and Spend

COMMUNITY ENGAGEMENT

Principle 8 - Embedding of Community Engagement

HEALTH AND WELLBEING

Principle 9 - Promoting Community Health and Wellbeing

SUPPORTING BUSINESS GROWTH THROUGH COLLABORATION AND INNOVATION

Principle 10 - Supporting and Facilitating Collaboration and Innovation

By applying the principles, BioQuarter will support education initiatives to help develop skills, create sustainable employment for disadvantaged groups and empower local communities.

11.5 Talent

Attracting and retaining people is fundamental to success within all organisations. BioQuarter is no different. It has enormous pull as a health innovation district, as a contributor to the Edinburgh and Scottish economies and, furthermore, as a contributor to solutions to world health challenges.

It is therefore critical that BioQuarter is able to compete with innovation districts globally and thereby attract and retain the best people in a range of fields, including health data, translational medicine, health research and medical technologies. This necessitates the development of a vibrant, 24/7 environment with a range of retail and leisure facilities, as

well as state-of-the-art research and healthcare facilities.

It is also crucial that the environment at BioQuarter is able to support and nurture the researchers, scientists, nurses and doctors of tomorrow in the form of University of Edinburgh medical students and, therefore, is a welcoming environment with access to quality amenities and leisure facilities, as well as attractive landscaping and well-connected transport links to Edinburgh city centre and beyond.



12.0 Why Now

BioQuarter has seen steady development over the past 17 years. However, as evidenced by the recent options appraisal (see section 11.0), to continue on this trajectory, without increasing the pace and scale of development, would see BioQuarter begin to lose out to other sites in terms of innovation, investment and people.

Why is this the time right for BioQuarter? There is a new generation of research being driven by data. The University of Edinburgh's Usher Institute, which has been located at BioQuarter NINE since 2014, is at the heart of this. For BioQuarter, the 'why now' trigger is the decision for the institute to make its expanded home at the heart of the BioQuarter in 2022 in a new, flagship building, worth £68 million capital investment (by the UK and Scottish Governments and the University of Edinburgh). Usher is part of a £1.3 billion Edinburgh and South East Scotland City Region Deal investment to establish Edinburgh as the Data Capital of Europe with the new building will siting at the heart of the Innovation District. The ambition for Usher is to be home to:

- 600 clinicians, researchers, students, data scientists and professional services.
- 50 health and social care experts all in one place.
- 49 new companies.

Furthermore, it is predicted to generate £138 million in research income. This will create a world-leading innovation hub where public, private and third sector organisations can collaborate to enable data-driven advances in the delivery of health and social care. This will bring together approximately 950 individuals in a purpose-built facility which will develop new partnerships between academics, clinicians, healthcare providers and health technology companies. It will be a truly unique facility for entrepreneurs and researchers alike.

The University of Edinburgh has one of the most highly developed health informatics systems in the world and has a long tradition of using linked health service data for research.

Few other places have systems that combine high-quality data, consistency, and national coverage with the ability to link data to allow patient-based analysis and follow-up.



“This is the right time for BioQuarter”

Professor Haslett, Chair of Translational Medicine and Director of The QMRI

13.0 What Makes BioQuarter Unique?

Although there are many centre of excellence sites across the UK, all with ambitions for expansion and aiming to become global leaders, BioQuarter has a unique set of credentials that sets it apart and makes the site attractive to investors, researchers, businesses, innovators, and entrepreneurs. These are available land, access to data, the long-term commitment of four of Scotland's largest organisations and a triple helix model anchored by Edinburgh University (ranked in the world top 20).

However, it is the co-location of all of these attributes on one site with room to expand that is BioQuarter's ultimate USP. This is key to making BioQuarter attractive to the investor market.

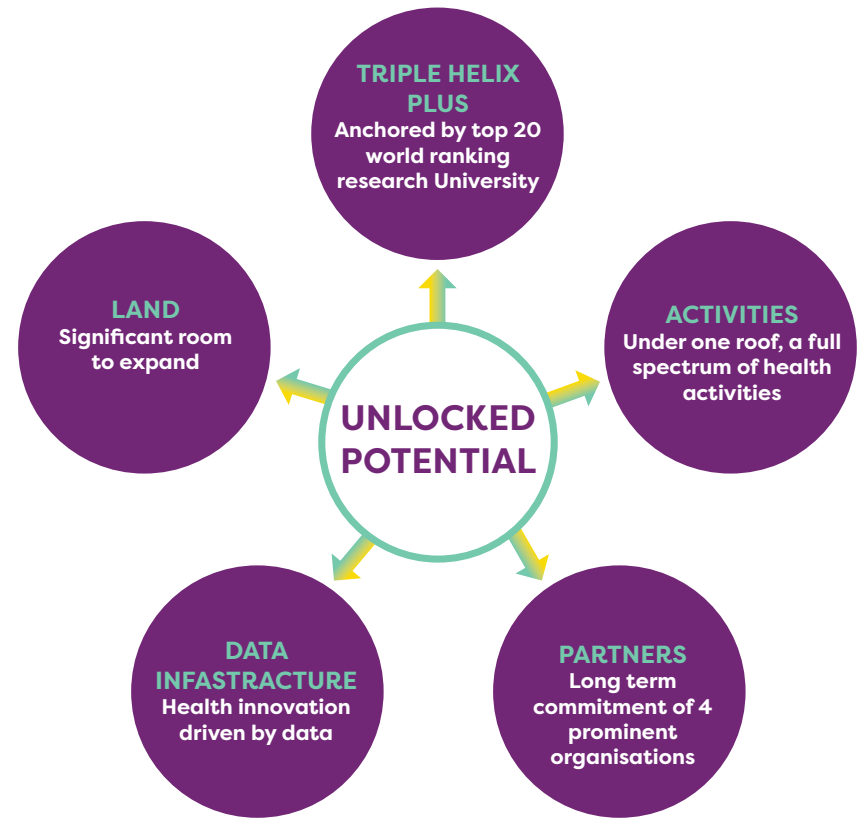
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Co-location / Collaboration of Expertise and Facilities

Clinical, research, teaching, imaging, innovation and academic activities, BioQuarter offers all of these specialist activities on one site with substantial opportunities for collaboration both on site and with other local clusters - Easter Bush, the Roslin Innovation Centre and Heriot Watt University - and also offers the ability to leverage connections across Edinburgh's life sciences sector and the wider Scottish life sciences network.

Access to Healthcare Data

Data driven innovation will be a driver in the next generation of research and development. The use of real time health data is at the heart of the wider development of health services, wearable technology and community engagement. With the expansion of the Usher Institute in 2022, and access to broader opportunities offered via the Edinburgh and South East Scotland City Region Deal (which aims to position Edinburgh and South-East Scotland as the "Data Capital" of Europe"), BioQuarter will pursue opportunities the use data and analytics to develop new products, processes, organisational methods and markets. Access to Scotland's significant healthcare data assets to support digital transformation and attract and create a new breed of innovative businesses is key to the success of BioQuarter. Businesses and researchers locating at the Health Innovation District will have a unique advantage.



University of Edinburgh Medical School

The University of Edinburgh's School of Medicine is a broad structure with over 2500 undergraduate students, a hub for online postgraduate teaching and four world-leading research institutions. The University has a world-class reputation in Regenerative Medicine and Advanced Therapies, Health Informatics and Data Science, Neuroscience and Translational Medicine. The University has focused its activities in these key areas at BioQuarter where it has levered large-scale investment into new high-profile academic research centres including the MRC Centre for Regenerative Medicine, the Queen's Medical Research Institute and the Anne Rowling Regenerative Neurology Centre, all of which provide significant opportunity for commercial collaboration.

13.1 Continuing Partner Commitment

In addition to the Usher Institute, the BioQuarter partner organisations will continue to invest in academic and clinical infrastructure over the next few years which will see the pool of talent at BioQuarter increase.

Opening soon:

A new Centre for Tissue Repair; this will house the University of Edinburgh’s Institute for Regeneration and Repair which will relocate to the heart of the BioQuarter, and, together with the existing Centre for Regenerative Medicine, will be home to the world’s largest number of stem cell scientists on a single site.

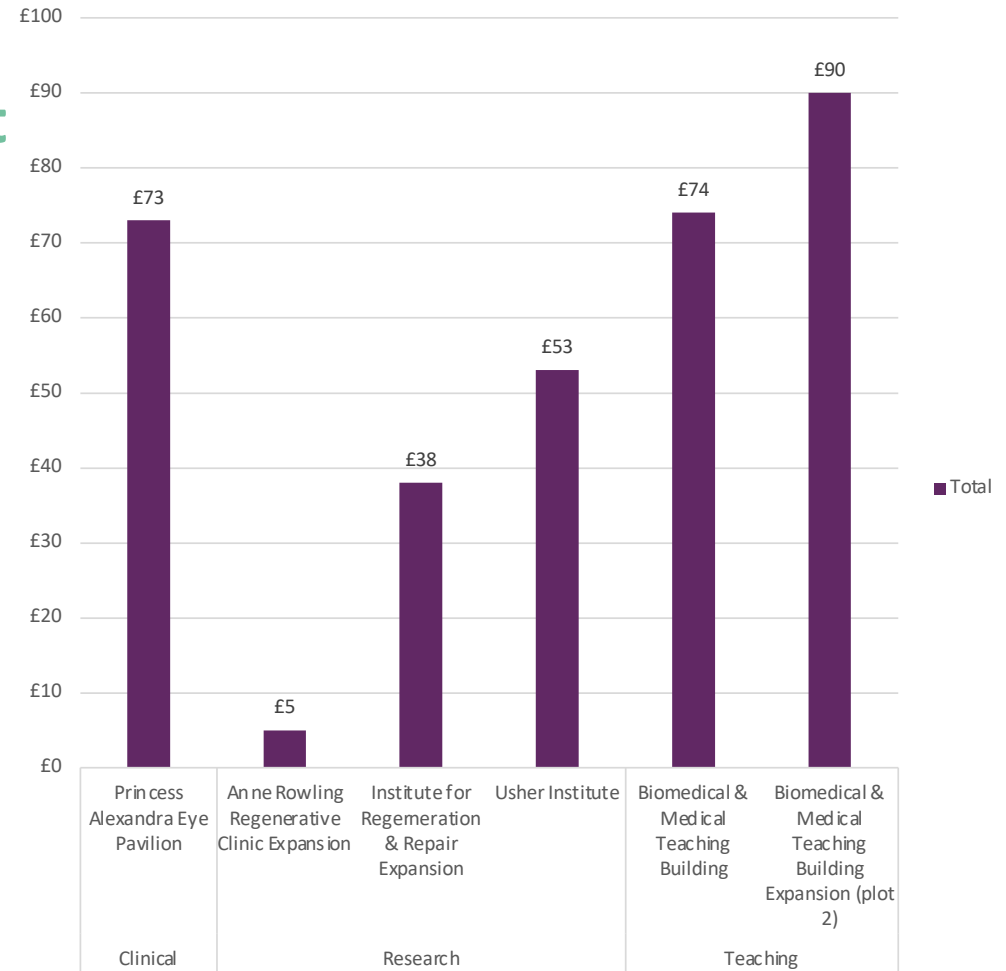
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Pipeline:

- A business case is being considered for a new Centre for Laboratory and Forensic Science within the Innovation District: a joint development housing a variety of complementary services provided by and for the NHS, City Council, University and Crown Office.
- The potential for a new Biomedical and Medical Teaching Building (University of Edinburgh): co-location of all the University’s medical and biomedical teaching (over 2500 undergraduate students).
- The possibility for a new Princess Alexandra Eye Pavilion hospital (NHS Lothian): working closely with industry, the new state-of-the-art facility aims to drive a step-change in eye care processes, remote diagnosis and monitoring.

The proposals outlined above underpin the value of the opportunity and emphasise the importance of acting quickly to ensure that Edinburgh and Scotland exploit its potential to the full and do not lose out to other sites that are currently being developed.

BioQuarter Partners Potential Pipeline



14.0 Strategic Fit

As with all multi-headed partnerships, demonstrating to each organisation that the development of BioQuarter meets their own strategic priorities is crucial.

Organisation and Strategy	BioQuarter Contribution
Scottish Government – Economic Strategy <ul style="list-style-type: none"> Innovation Inclusive Growth Investment Internationalisation <p>Fair Work, the climate crisis and productivity growth have emerged within the last year as being notable priorities. The SG Advisory Group on Economic Recovery (COVID-19) report on 22 June 2020</p>	<ul style="list-style-type: none"> Supports Innovation in businesses Builds on established links and historic investment between RIE, NHS, University of Edinburgh and BioQuarter (significant leverage) Significant potential contribution to productivity growth through the creation and attraction of high value businesses Creates high value jobs Stimulates internationalisation Health and Life Science firms more likely to export from formation of typical start-ups Health and Life Science firms attract investment Opportunity to link Health specialisms at Edinburgh BioQuarter with Data expertise elsewhere in Edinburgh Opportunity for COVID-19 response Possible opportunity for resilience enhancement
Scottish Government – Scotland Well-being <p>Uses the 17 UN Sustainable Development Goals to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.</p>	<ul style="list-style-type: none"> Edinburgh Health Innovation District will be inclusive, bridging the gap between BioQuarter and surrounding communities. The Innovation District will facilitate the development of new health solutions that are likely to disproportionately benefit deprived communities as these tend to exhibit poorer health indices. The Innovation District will provide opportunities for good jobs for those in surrounding communities.
Edinburgh and S.E. Scotland City Region Deal <ul style="list-style-type: none"> Research, Development and Innovation Integrated Regional Employability and Skills Transport Culture Housing 	<ul style="list-style-type: none"> Supports Innovation in businesses Strengthens triple helix engagements Develops established health ecosystem at BioQuarter Introduces dedicated skills enhancement and employability initiatives for local people Strengthens links to schools Makes a major contribution to Edinburgh’s housing provision Supports sustainable community development in neighbouring areas

Organisation and Strategy	BIOQUARTER Contribution
Scottish Enterprise (Strategic Plan) <ul style="list-style-type: none"> Attract, create and protect quality jobs and talent that will support well-being across Scotland Drive research and innovation investment in businesses and sectors Stimulate capital investment in local, regional and national economies Give more businesses across Scotland the best chance to fill their potential Grow export value and the number of exporters. Respond to current demand for Life Sciences space in Scotland 	<ul style="list-style-type: none"> Creates high value jobs Attracts investment to Edinburgh that is additional at the Scotland and UK levels Stimulates R&D expenditure by firms Supports the growth of added-value health services Stimulate capital investment Leverages investment from public partners Potential to contribute to export performance Health and Life Science firms tend to export more facilitate resilience against future COVID-19 type events through its unique applied research focus Lead to new health-data research collaborations and consequent product/service development Lead to enhancements in health service provision and personal well-being Attract talent Transition to low carbon economy also now an important driver for SE
University of Edinburgh <ul style="list-style-type: none"> People Research Assistance to take ideas forward /spin out Office and Lab Space Financial support Teaching and learning Social and Civic Responsibility 	<ul style="list-style-type: none"> Creates unique opportunities for significant skills enhancement and career development Link between Edinburgh BioQuarter -RIE-University, supported by partners, creates a globally recognised centre of applied research excellence in Health Facilities’ access overcomes cost barriers for health and life science businesses spinning out and starting up Opportunity to link University’s Health and Data expertise - valuable for e-Health research. Creates a dynamic new community Opportunities to link to City deal key workstream, of digital driven innovation via Usher Institute etc.
NHS Lothian (Strategic plan 2014-2024) <ul style="list-style-type: none"> Prioritise prevention, reduce inequalities and promote longer healthier lives for all Put in place robust systems to deliver the best model of integrated care for our population Ensure that care is evidence-based, incorporates best practice, fosters innovation and achieves safe, seamless and sustainable care pathways for patients Design our healthcare systems to reliably and efficiently deliver the right care at the right time in the most appropriate setting 	<p>The project will bring together specialist clinical care provision of the RIE with research expertise and laboratory facilities currently the BioQuarter.</p> <p>Will create a more dynamic innovation ecosystem by joining firms, health researchers and research expertise in complimentary areas (e.g. data) such that all of the healthcare resources operate together to produce new, innovative and societally relevant treatments.</p> <p>The Innovation District also offers a potential to engage local communities with specific health challenges in the development of new digital health services that incorporate the current health expertise of the BioQuarter with that of Edinburgh’s data and software specialisms.</p>



15.0 Project Positioning

As with all regeneration projects that are creating something new, seeking investment and attracting, creating, growing and retaining new and existing companies is fundamental. To achieve this, the public and private positioning of the project are essential.

Moving forward, the reach of the Edinburgh Health Innovation District's activities will be much broader than the previous Life Sciences activities. The importance of data-led innovation and access to data is clear from the work of the Innovation Strategy Working Group and needs to be clear in the project positioning and marketing. Emphasis on health tech, digital health, specialist small scale manufacturing, wearables and advanced testing are also important. However, the Life Sciences industry profile in Scotland remains extremely strong as it amounts to nearly a quarter of Scotland's BERD (Business Enterprise Research & Development) and remains an important platform for BioQuarter.

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The following apply to the Scottish Life Sciences sector:

- One of the largest life sciences clusters in Europe, Scotland is home to a range of multinationals and small and medium enterprises (SMEs) with a strong track record of creating and growing start-ups
- Outside of the "Golden Triangle" (East, South East and London), Scotland generated more start-ups than any other region in the UK between 2012 and 2016.
- A thriving entrepreneurial culture in its universities sees Scotland placed as the second most successful region in the UK for creating spin-outs

Scottish life sciences statistics (February 2020)

- 771 organisations - 675 companies and 96 educational/research institutions (2016)
- 39,900 employment - 1.5% of Scotland's total employment (2016)
- £2.4 billion GVA - 1.8% of Scotland's GVA (2016)
- £1.3 billion exports - 3.9% of Scotland's total international exports (2017)
- £293m R&D - 23.5% of Scotland's BERD (2017)

 <p>INNOVATION READY UNIFIED HEALTH SERVICE</p>	 <p>VIBRANT, DIVERSE AND GROWING COMPANY BASE</p>
 <p>SKILLED AND DYNAMIC WORKFORCE</p>	 <p>ACCESS TO WORLD LEADING RESEARCH</p>
 <p>NETWORKS, CONNECTIONS AND BUSINESS ENVIRONMENT</p>	 <p>PROVEN TRACK RECORD OF INVENTION AND MEDICAL ADVANCES</p>
 <p>SMALL DEVICE MANUFACTURING LOCATION</p>	 <p>STRONG EVOLVING INVESTMENT ENVIRONMENT</p>

16.0 Strategic Options Appraisal

During 2019, the BioQuarter Strategy Board discussed possible options for achieving its vision and maximising the impact of its Value Proposition. Please note that a formal options appraisal was not undertaken but the discussions captured at the Board meeting were detailed in the Strategic Business Case.

In the lead-up to the Outline Business Case, further discussions have been captured formally in the adjacent tables. Five principal options were considered:

- Do Nothing
- Do Minimum
- Partners Deliver the vision themselves
- Engage a private partner to form a partnership with the existing BioQuarter Partners to deliver the vision
- Sell site commercially

It can be seen that Option 4, Engage a Private Partner, is deemed to be the principal option to pursue. The Do Minimum option could also be pursued but its impact would be sub-optimal as it will not deliver the core of the vision.

- Four key criteria have been used to assess the options:
 - Contribution to vision – This criterion considers each of the options and their likelihood of delivering the project’s vision
 - Deliverability and risk – these relate both to the likely challenges around delivering a complex project and the risks associated with it failing to meet its targets and achieve its vision
 - Financial sustainability and VFM – these relate to how financially sustainable the project is likely to be once any investment from the public sector is made and whether that investment is a good use of public sector funding
 - Acceptability to stakeholders – this is a Pass/Fail criterion. If any of the stakeholders/partners find an option unacceptable, it would be automatically excluded

	1. Do Nothing	2. Do Minimum	3. Partners deliver	4. Engage Private Partner	5. Sell Site Commercially
Contribution to vision	None	None/Low	Very High	Very High	None
Deliverability and Risk	None	Low	Medium/High	Medium/High	Low
Financial Sustainability and VFM	High	High	High	High	Low
Acceptability to Stakeholders (Fail	Pass	Fail	Pass	Fail

Options	Description	Pros	Cons
1. Do Nothing	Stop current development	Risk, cost, investment free	Misses opportunity
2. Do Minimum	Continue current BIOQUARTER projects, then stop	Low risk, low cost	Misses opportunity
3. Partners Deliver	Partners fund and deliver the project to develop the site	Under control of the partners	Partners do not have the funds or the people resources available to implement the project
4. Engage Private Sector	Partners procure a private partner to deliver the full vision where the Partners lead on attracting the investment	BioQuarter Partners lead on their strengths Private partner expertise and experience in delivery of physical project and long- term operator	Higher risk (financial, construction etc) Active management input required for the Private Partner Procurement resource from partners required
5. Sell site	Site is sold for development	Low risk, low cost	Misses opportunity

17.0 Community Consultation

During summer 2020, a 'virtual' public consultation took place to seek feedback on our development plans as well as to help inform the BioQuarter community and local communities of our proposals. Over the period there were 2,122 unique views (typically these represent one person or household) of the consultation web page. Overall the feedback was positive.

18 public responses were submitted directly via the website to the consultation and an email response was submitted by Danderhall and District Community Council together with Millerhill Residents Group. A feedback form response was also submitted by Gilmerton and Inch Community Councils directly via the website. A full copy of the outputs is available upon request.

In summary, the feedback provided by Danderhall & District Community Council and Millerhill Residents Group indicates that the development of BioQuarter is supported in general, however the proposed housing provision raises some concerns regarding transport. Concerns have also been raised regarding potential visual amenity impacts and the impacts on nature, habitats, and wildlife.

Gilmerton and Inch Community Council is less supportive of housing at BioQuarter than the other mix of uses proposed, due to potential impacts on local services and the transport network. However, high density housing is preferred to low density. The Community Council supports improved transport connections to and from the site, including active travel and public transport; it also wished the principle of sustainability to be central to the development. The Community Council has also requested to be kept informed about emerging proposals and hope agreed plans can be relied upon.



MANAGEMENT CASE

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This section of the Outline Business Case presents the management case. Its purpose is to:

Short term:

- Confirm the legal and management arrangements for EBQ3 Ltd
- Summarise the procurement strategy
- Outline the resource required for the procurement strategy

Long term:

- Outline the updated legal structure
- Outline the arrangements for land drawdown
- Note the ongoing work on State Aid and Sector Classification

22.0 Today's Governance and Management

The BioQuarter Strategy Board has held strategic ownership/stewardship of the overall BioQuarter partnership and programme since the Collaboration Agreement in 2017. The board meets every eight weeks, to provide high level advice and support. It is currently chaired by Paul Lawrence (Director of Place, City of Edinburgh Council).

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A series of working groups have been established to assist with the workstreams for procurement. These are not fixed and will have to be flexible to support priorities.

In the short term a similar structure will continue with the addition of EBQ3 Ltd board were all procurement discussions will take place – see later section.

The long term structure will be determined during dialogue as it will depend on the bidders approach and business models. It assumed that the BioQuarter Strategy Board at this time will be disbanded and replaced with the Strategic Joint Venture Board.

Final structure will be included in the Final Business Case developed at the end of the procurement.

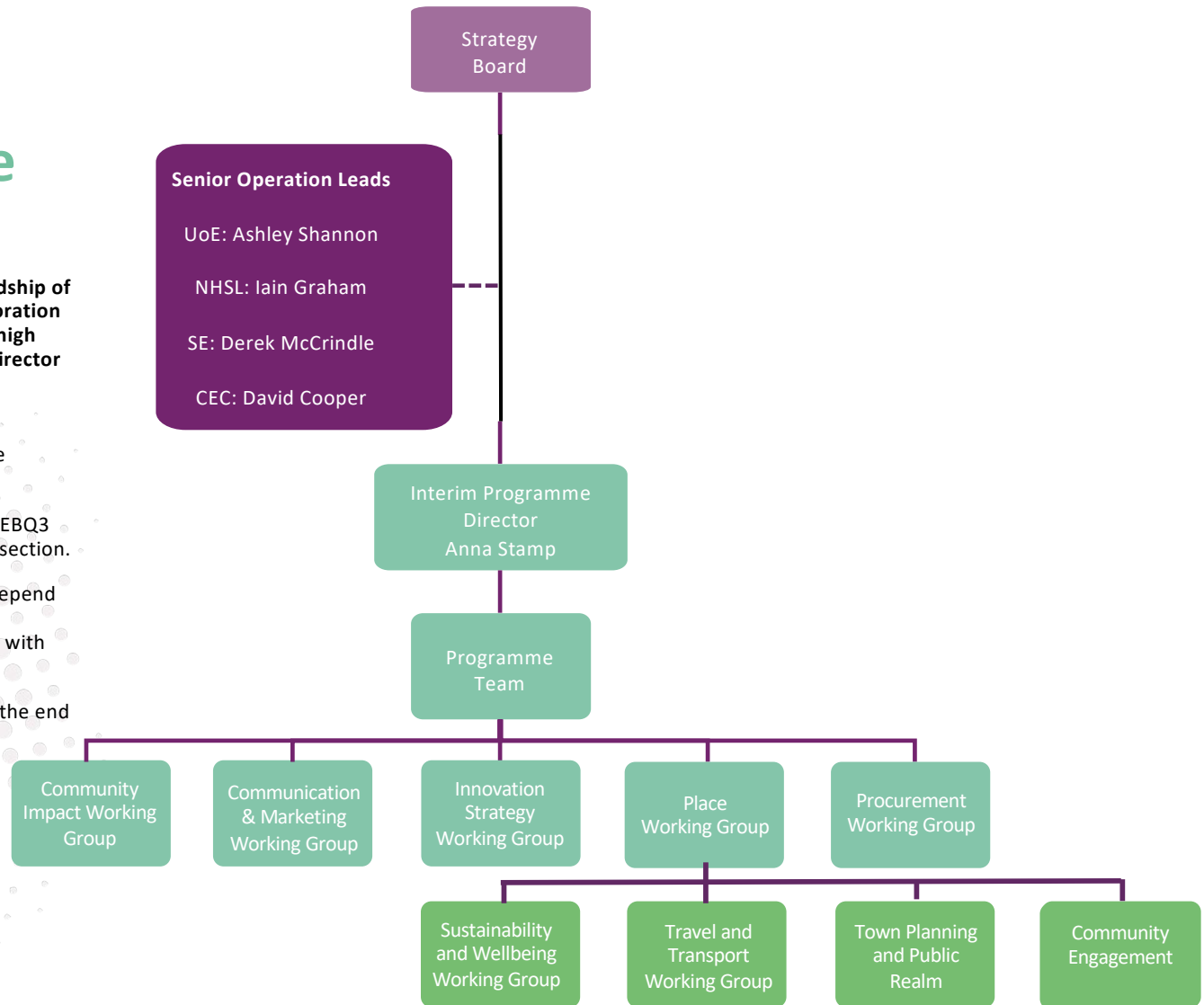
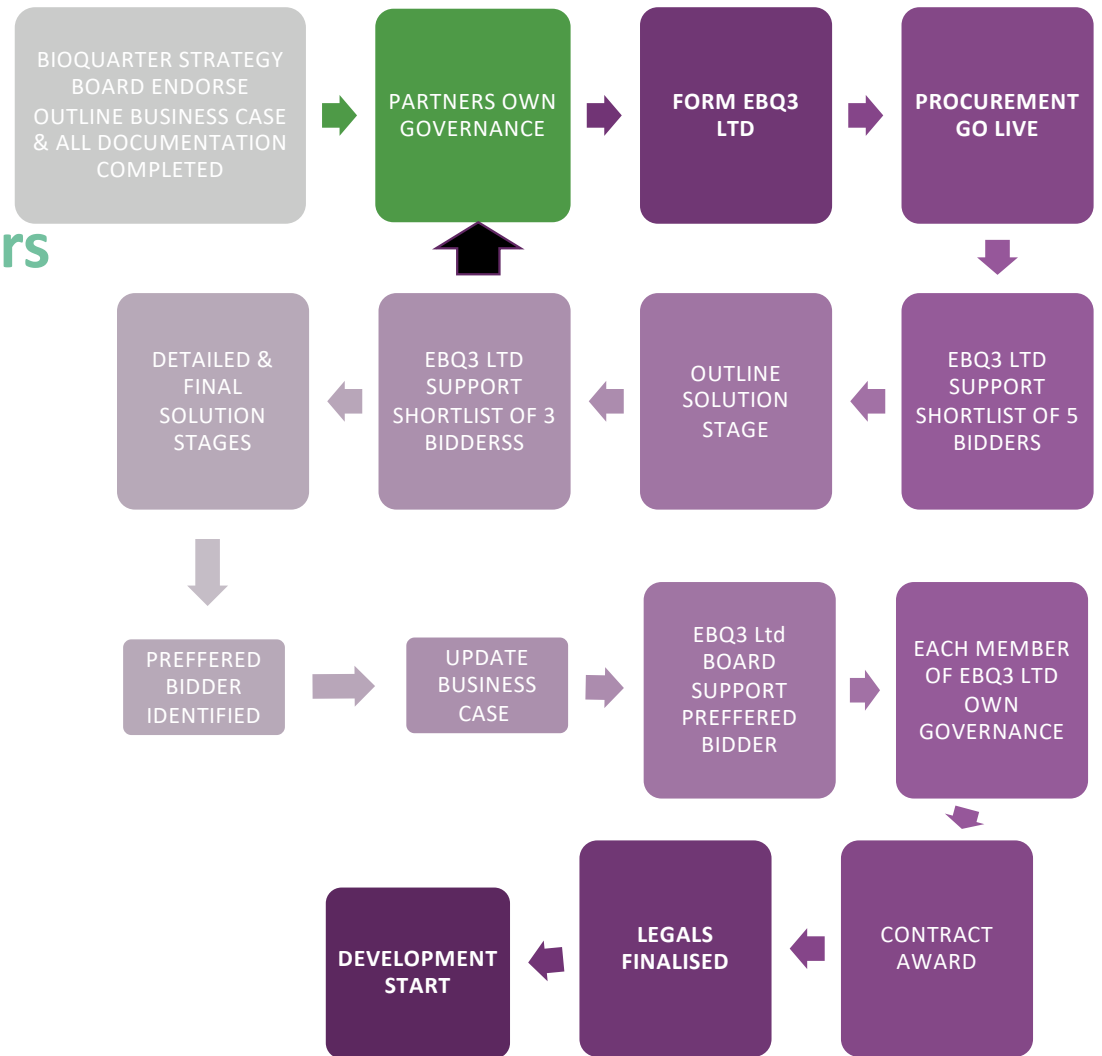


Diagram shows Aug 21 governance & management structure

23.0 Critical Path for next two years

During 2021 and 2022, a compliant procurement exercise will take place to procure a fifth partner and form Strategic Joint Venture. During this time, the management and legal structures of the BioQuarter will evolve into their final state as part of the public procurement's competitive dialogue process. The adjacent diagram outlines the various steps that are required.



STEP 1 – form EBQ3 Ltd

STEP 2 – undertake procurement exercise (see section 5.0)

STEP 3 – endorse preferred bidder and form Strategic Joint Venture (see section 7.0)

STEP 4 – development can start

STEP 5 – draw down land as phased development plans agreed

Diagram shows critical path steps over the next 2 years

24.0 Primary Purpose and Wider Purpose

As with all legal partnership agreements, the legal definition of both the objective itself and also the boundary upon which the objective is based are critical for decision making, governance and control.

Two terms are used in the Outline Business Case - Management Case for this purpose:

Primary Purpose – this is a legal term which refers to the strategic purpose of the BioQuarter Partners in relation to the Primary Purpose Area (see boundary plan 3.1). The intention is to develop this area for the benefit of all stakeholders as a whole by enabling the development in accordance with the Control Documentation as scheduled in the Outline Business Case Introduction Section 2.1.

Wider Purpose - a second layer has been established, named the Wider Purpose. This refers to the strategic objective of the BioQuarter Partners for the Wider Purpose Area (see boundary plan 3.1). The Wider Purpose has been established as NHS Lothian is unable to have obligations set on its land, so cannot be bound by the Primary Purpose, but it is essential that the overall vision speaks to the full BioQuarter site, including the NHS Lothian land.

Both will be used for decision making. Collaboration Agreement 2.0 will include the concept of a Wider Purpose and Primary Purpose for BioQuarter. These will act as an agreed standard against which future decisions relating to BioQuarter generally can be tested.

The boundary for each area is different and can be seen in the boundary plan 3.1.

- The boundary of the primary and wider purpose areas are key, because of the diversity of the partners. The Primary Purpose shall apply in respect of the Primary Purpose Area and the Wider Purpose in respect of the Wider Purpose Area.

If a decision does not appear to all of the non-conflicted parties to the Collaboration Agreement 2.0 to be in line with the Primary Purpose, it will be capable of being challenged by them on that ground. That will then initiate an escalation process aimed at delivering a consensus, with the possibility of an independent third party being asked to opine on whether or not a decision is in line with the Primary Purpose. (A simple "yes" or "no" question, rather than asking for a commercial judgement to be made).

Primary Purpose

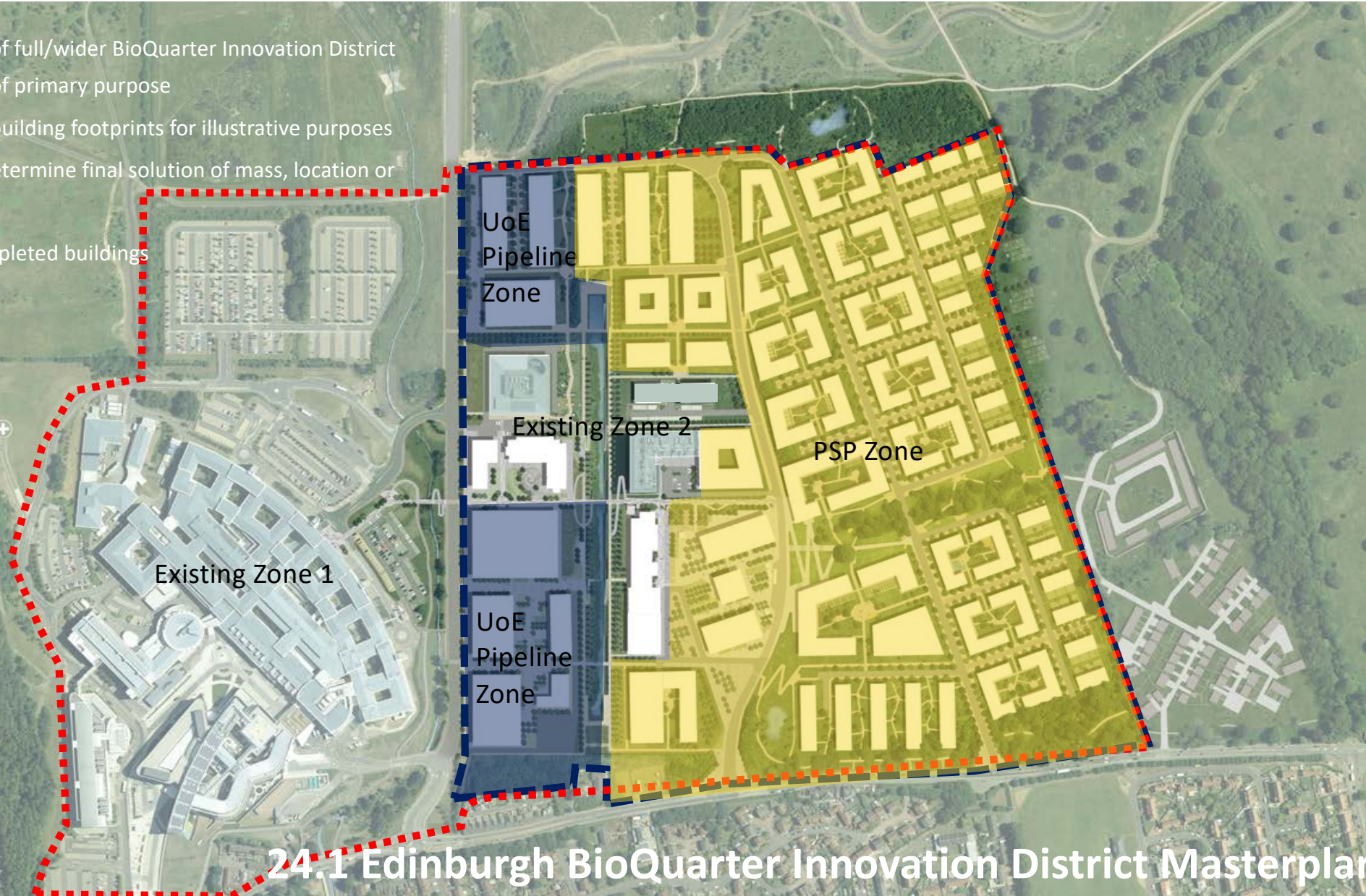
This will be used to make decisions on the basis that an activity or use of a building/space does or does not comply with the Primary Purpose and can therefore go forward. As recommended by Pinsent Masons, legal advisers, a Primary Purpose can't be too wide, should be predominantly focused on uses for space rather than activities and should be clearly linked to the overarching principles which have or will be agreed for the whole of the site. For the Primary Purpose this will include the BioQuarter vision (as set out in this Outline Business Case: Strategic Case) and the BioQuarter Place Strategy.

Wider Purpose

This will be used to ensure that the full BioQuarter site complies with the strategic vision and also the various design guidelines that exist e.g. BioQuarter Place Strategy (approval as above) and Signage Strategy (approved previously by all BioQuarter Partners).

Key

- 1. Boundary of full/wider BioQuarter Innovation District
- 2. Boundary of primary purpose
- 3. Indicative building footprints for illustrative purposes and do not determine final solution of mass, location or shape
- 4. Actual completed buildings



24.1 Edinburgh BioQuarter Innovation District Masterplan

24.2 Masterplan Space Determination

A centre of excellence for -

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Health-related space & activity for:

- innovation, collaboration, commercialisation/commercial innovation or support, teaching, academic research & technology, clinical trials, healthcare provision, data driven, small scale manufacturing & production, teaching & learning, mortuary services and industrial bio-tech

And create a place where people want to be including:

• **Ancillary space & activity for -**

- Commercial ancillary: sport, leisure, food, coffee, nursery, hotel & retail
- Non-commercial ancillary: primary school, pre-school, community healthcare (GP/dentist), wellbeing public outreach, arts and community skills
- Residential: a variety of residential units including affordable housing

* Note that some decisions still need to go through partner organisations' governance processes.

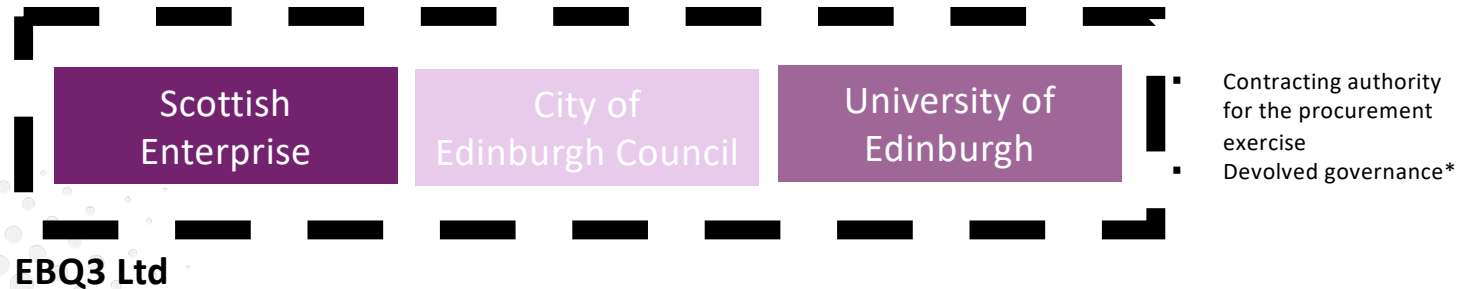
26.0 Implementation Step 1: EBQ3 Ltd

As the first step, it is intended that City of Edinburgh Council, Scottish Enterprise and University of Edinburgh form a new joint venture company limited by shares, named EBQ3 Ltd (prior to public procurement go-live).

The decision to form a joint venture was taken by the BioQuarter Strategy Board in recognition that the existing Collaboration Agreement between the four partners was not fit for purpose to formally engage with the private sector. This is because it does not contain governance provisions which are sufficiently sophisticated for the next stage of the project.

As part of the BioQuarter Strategic Case presented to the Strategy Board in November 2019 and again in January 2020, partners formally supported this approach and the joint venture was named EBQ4 Ltd. However in March 2020, NHS Lothian confirmed that NHS boards are legally prevented from entering into this type of arrangement if they are not predominately healthcare. As a result the name was changed to EBQ3 Ltd.

The detailed parameters for EBQ3 Ltd have been developed by the Partners' legal advisers, Pinsent Masons LLP, in conjunction with the partner organisations and included in the EBQ3 Ltd Shareholders Agreement.



26.1 Principles of EBQ3 Ltd Shareholders' Agreement

The principles to note for EBQ3 Ltd prior to PSP:

- Shell company with only nominal equity (£1 each)
- Owned by CEC, SE and UoE in equal shares

Activities over the next 2 years is predominately overseeing procurement process

Contracting authority for the procurement exercise so there is a single entity to deal bidder-facing activities during procurement duration:

Projects consistent image and single voice

In line with commercial advice from C&W regarding market attractiveness of the opportunity

- 2 directors appointed by each shareholder to the board
- Limited decision making as no ability to spend money without agreement by partners organisation
- All decisions to be taken unanimously - level of delegated authority of the board members on behalf of their organisation to be determined by each organisation
- Procurement decisions - ahead of any approvals being sought from EBQ3 Ltd, partners own procurement directors will review associated documentation at key gateway stages
- Small annual budget required for accounts, audit etc.

- Any procurement challenge, liability will sit with EBQ3 Ltd and any other named contracting authorities
- Meetings to be kept to a minimum, with a purpose of Programme Team reporting on procurement exercise

26.2 Cont.

The principles to note for EBQ3 once the PSP is in situ:

- Will continue in the same form as previous slide
- Has no end date unless specified termination event arises
- Long term its purpose is to act as the “guardian” of the “Primary Purpose” in respect of the Primary Purpose Area (e.g., all land south of Little France Drive) on behalf of the BioQuarter strategic joint venture

EBQ3 Ltd is a constant party to any objection

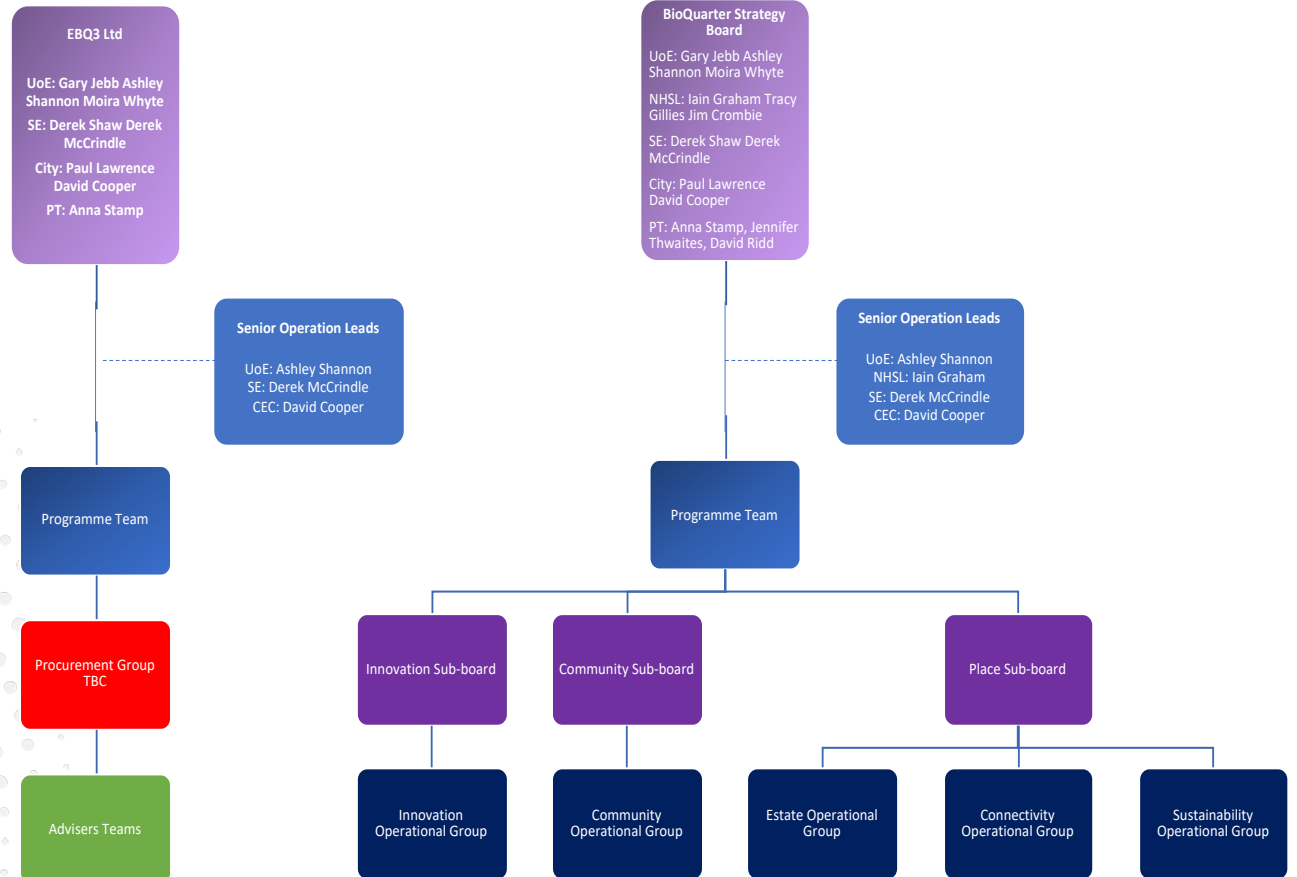
Whether to object or not is a decision for non-conflicted partners and it will be EBQ3 Ltd.'s job to raise and manage any objection process (effectively the non-conflicted EBQ3 Ltd Directors will do it).

- Deciding whether to object or not will be governed by the BioQuarter Strategic JV Agreement.
- A simple “yes/no” question asked of an expert
- Not substituting expert’s judgement for commercial judgements of the parties
- In practice that means an objection can be raised if:
 - PSP/SE/CEC object to a proposal by UoE to develop the UoE land; or
 - CEC/UoE object to a proposal by SE and/or the PSP to develop the JV Land Zones
- If they think such proposal is not in accordance with the primary Purpose, the detail of which is set out in the BioQuarter Strategic JV.
- Each organisation can also object on their own.

27.4 Short Term Management Structure for EBQ3 Ltd and Strategy Board during procurement

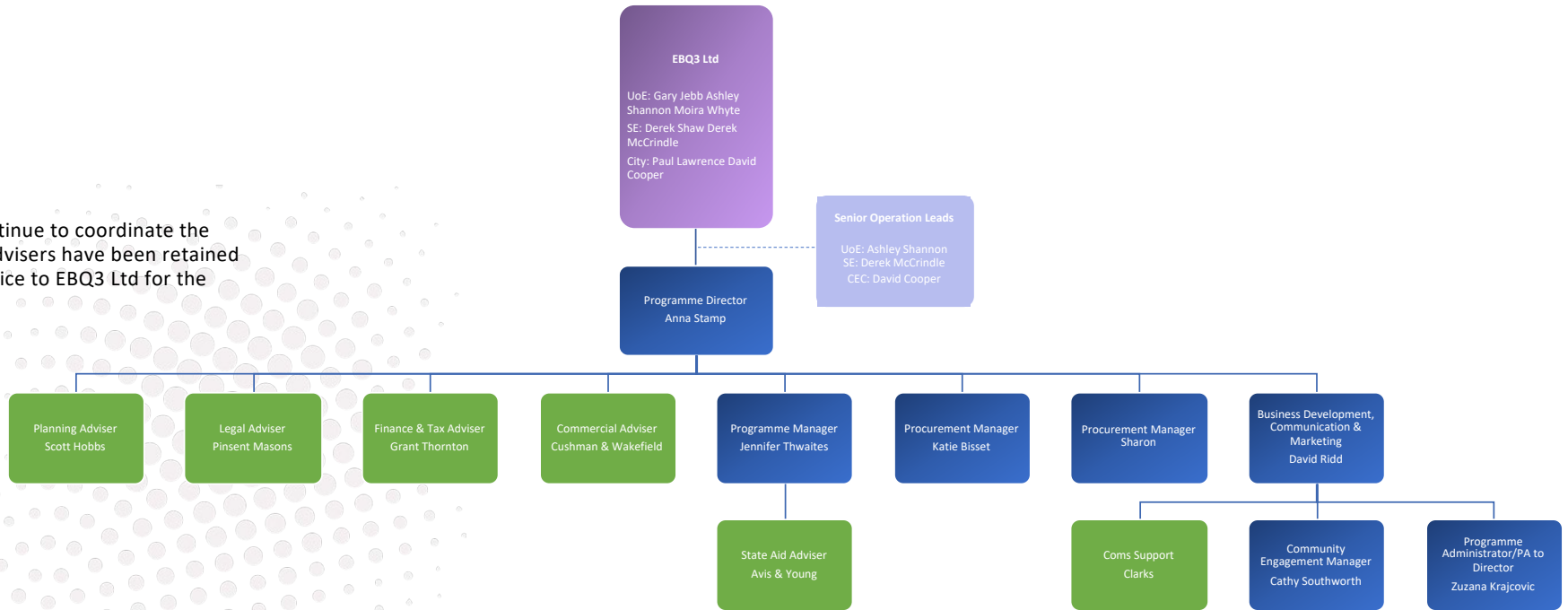
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In the short term, governance will remain largely as currently, with a EBQ3 Ltd Board being formed for the procurement to report to and the BioQuarter Strategic Joint Venture board replacing the existing BioQuarter Strategy Board. Although board membership have not been agreed; however it is essential that this continues with similar strategic senior involvement and input to the current BioQuarter Strategy Board. Some matters will require the BioQuarter Partners' own governance approval e.g. changes in resource and final approval of preferred bidder.



Cont

The Programme Team will continue to coordinate the procurement exercise and 4 advisers have been retained to ensure special technical advice to EBQ3 Ltd for the procurement exercise.



33.0 Risk Management

A project risk register has been developed and is being maintained with input from all partners and advisers. This risk register is currently focused on the procurement exercise. The top risks identified at this stage in the project are listed below. The detailed project risk register can be accessed on request and will continue to be updated. A longer-term project risk register will be developed in due course.

Only those risks with a current risk rating of "High" have been included.

1. **Procurement** - The public procurement exercise is not aligned with the investor market and the procurement exercise is too onerous for the market to take on board at this time. Impact of this is low numbers or bidders dropping out. Mitigation is through ongoing review by Commercial Advisers with the procurement strategy and conflict between public procurement process and commercially aligned process being escalated to the Strategy Board.
2. **Funding** - Inability to secure third party funding to the necessary timeline. Impact of this is delay to the 2nd procurement stage or market failure. Mitigation is to commence discussions with Scottish Government.
3. **Recession** - Economic recession and changing market conditions due to Covid 19. Impact of this is no bidders. Mitigation is to keep monitoring the market.
4. **BioQuarter strategic joint venture** - legal arrangements for BioQuarter strategic joint venture become so overcomplicated that it puts off the market. Impact of this is low numbers of bidders or they drop out mid process. Mitigation is to keep it as simple as possible.
5. **EBQ3** - Partners are unable to reach agreement on the terms of the EBQ3 collaboration agreement. Impact of this is delay to procurement go-live. Mitigation is access to Strategy Board membership for escalation.

ECONOMIC CASE

This section of the Outline Business Case presents the Economic Case. Its purpose is to set out:

- The potential high-level economic impacts associated with the proposed development

36.0 Background

In October 2020, streets-uk and Stantec completed an economic and social impact assessment of the proposed Edinburgh BioQuarter development. The assessment was informed by an extensive consultation exercise completed in June and July 2020. It comprised:

a high-level economic impact assessment of the proposed BioQuarter development which sets out the anticipated number of jobs, GVA and the range and significance of qualitative benefits; and

a set of proposed social and community impact principles that the BioQuarter Partners and successful private sector development partner may wish to adopt in the BioQuarter development.

The full report can be seen at Appendix B.

For cross-referencing purposes, the term Phase 1 has been used in the report by the consultants. This Phase 1 includes the BioQuarter Partners' pipeline projects and the private sector partner development Zones 1A, and 2A; Phase 2 includes the private sector development zones 1B and 2B.

BioQuarter has the potential to deliver economic and social benefits at national, city region and local community levels in: health innovation; healthcare and well-being; research development, innovation and commercialisation; internationalisation; employment; and education.

In addition, the proposals align with the Scottish Government's Economic Strategy and National Performance Framework, delivering a greener, fairer and more equal society. Of specific current relevance is the role the development can play in supporting the Scottish Government's Economic Recovery Implementation Plan, launched in August 2020, which outlines the route towards a jobs-focussed and socially just economic recovery in the aftermath of COVID.

The BioQuarter proposals will also play a significant role in delivering on City Region strategic ambitions, playing a key role in the Edinburgh and South East Scotland (ESES) City Region Deal, as well as on a locality level, meeting many of the local economic and well-being aspirations of both the North East and South East Edinburgh Locality Improvement Plans.

The regenerative ambitions of BioQuarter also align with the strategic ambitions of the four partners, all of which have been brought into even sharper focus by the economic and social implications of the COVID pandemic.

37.0 Residential Community Numbers

On completion of Phase 1, the site will support a community of c. 1,200 residents, rising to c. 4,700 residents by completion of the full development.

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**A sustainable mixed-use
community of c. 1,200 residents on
completion of Phase 1**



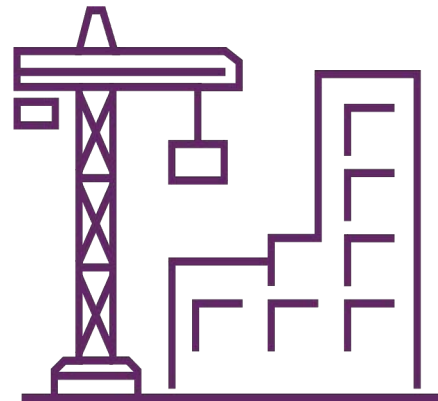
**A mix of commercial, research, health,
retail, leisure and hospitality
development on completion, with a
community of c. 4700 residents by the
end of phase 2**

38.0 Construction Impacts

By the end of phase 2, BioQuarter is expected to receive close to £550 million (discounted) of capital investment, supporting 4,310 gross PYE job years in construction, and contributing £270 million to Scottish gross cumulative discounted construction impact to Scottish GVA.



**£550m investment
supporting
4,310 construction jobs**



**Generating £270m in
cumulative construction
sector GVA**

39.0 Operational Impacts

By the time phase 2 is fully occupied, it is expected to employ 20,850 people, 12,970 of whom will be additional to the Scottish labour force. It is also expected to contribute £510 million (net, undiscounted) to Scottish GVA annually.



**Health innovation district
employing 20,850 people**



**A national economic driver, generating £510
million (net, undiscounted) in gross value
added every year**



END

Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Granton Waterfront Regeneration – Outline Business Case

Executive/routine Wards Council Commitments	Executive 4 – Forth 1- Almond 1,2,4,6,10,13 and 15
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1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
- 1.1.1 Approves the findings and recommendations set out within the Outline Business Case (OBC);
 - 1.1.2 Agrees to undertake stage 3 activities, as outlined in section 5, to produce a Final Business Case (FBC) for Phase 1 ‘Heart of Granton’, which will include procurement of a development partner and progression of the business case stages for a low carbon district heat network; and
 - 1.1.3 Notes progress with delivering Early Action Projects within the Programme.

Paul Lawrence

Executive Director of Place

Contact: Sat Patel, Edinburgh Waterfront Programme Lead

E-mail: Satyam.Patel@edinburgh.gov.uk | Tel: 0131 469 3185

Granton Waterfront Regeneration – Outline Business Case

2. Executive Summary

- 2.1 Over the next 15 years, Granton Waterfront will set the standard for sustainable economic growth in Edinburgh. An ambitious approach to low carbon living in an environment that is climate resilient, inclusive and well connected will support prosperity and wellbeing, locally, and across the city region.
- 2.2 Stage 1, [Programme Delivery Plan](#) was approved by Committee in February 2020 and stage 2, OBC is now complete.
- 2.3 This report seeks approval for the Outline Business Case (OBC) and to progress with stage 3 activities. A progress update on Early Action Projects is also provided.

3. Background

- 3.1 Granton Waterfront is a 150-hectare site on the Firth of Forth in the northwest of Edinburgh, Scotland. Historically dominated by the Gasworks, the site now comprises a mix of vacant brownfield land, ageing industrial estates and derelict historic structures, along with pockets of residential and green space.
- 3.2 The Granton Waterfront sits within a cluster of neighbourhoods that have historically suffered from relatively high levels of deprivation: Drylaw, Muirhouse, Pennywell, Pilton, Royston Mains and Wardieburn.
- 3.3 Granton Waterfront is one of seven strategic sites prioritised for delivery as part of the Edinburgh and South East Scotland City Region Deal.
- 3.4 In [March 2018](#), the Housing and Economy Committee agreed the high-level objectives for the regeneration of Granton Waterfront including the intention to work collaboratively with the public-sector partners and the local community to develop a vision for Granton. This included agreement to create a development framework for the area to guide future development.
- 3.5 In March 2018, the Finance and Resources Committee (B agenda) agreed to note the purchase of the Forthquarter site in Granton Waterfront. In May 2018, land in Granton Waterfront held formerly in Waterfront Edinburgh Limited (WEL/EDI)

ownership officially transferred over to the Council. As a result, the Council now owns approximately 50 hectares of developable land in Granton Waterfront.

- 3.6 In 2018, the Council formed a strategic partnership with five other organisations – Edinburgh College, National Galleries of Scotland (NGS), National Museums Scotland (NMS), the Scottish Futures Trust and the Scottish Government – to accelerate the regeneration of Granton Waterfront. The six organisations are collectively referred to as the “Strategic Partners”.
- 3.7 On [25 February 2020](#) the Programme Delivery Plan for Granton was presented to the Policy and Sustainability Committee with agreement to develop an OBC for approval by Committee prior to development of detailed business cases.
- 3.8 On [26 February 2020](#) the Planning Committee approved the Development Framework for Granton Waterfront as non-statutory planning guidance, setting out the vision and key principles for all future development.
- 3.9 In mid-2020, the Council commenced work on an OBC for a Council-led regeneration of Granton Waterfront.
- 3.10 The OBC, included in [Appendix 1](#), has been prepared in accordance with the business case development process set out in Office of Government Commerce and HM Treasury guidance.
- 3.11 In parallel with producing the OBC, a series of early action projects have been developed to enable accelerated delivery of net zero carbon affordable homes, enhanced connectivity and commercial and creative workspace. Further detail on progress within each of these projects can be found in Appendix 2. These projects are paving the way for Granton to become a leading example in sustainable development: supporting the transition to net zero carbon, creating an outstanding place and supporting inclusive growth.
- 3.12 The work to produce the OBC and progress on the early action projects is overseen by the Edinburgh Waterfront All Party Oversight Group, in conjunction with an officer led, Edinburgh Waterfront Board.

4. Main report

- 4.1 Granton Waterfront regeneration will create a new coastal town, home to around 8,000 people on Edinburgh’s waterfront. It will deliver around 3,500 net zero carbon homes, a primary school, a health centre, commercial and cultural space and a new coastal park. These new uses will be supported by new cycling and walking routes and enhanced public transport connections. Through exemplar urban design and planning, the realisation of benefits associated with achieving a 20-minute neighbourhood with enhanced connections to the city and wider region will create a truly outstanding place to live, work, learn and visit.
- 4.2 The overall development will make a significant contribution to Edinburgh’s target to become a net zero carbon city by 2030 through a mix of energy efficient buildings,

renewable energy solutions, sustainable travel options and a nature-based approach to climate mitigation and adaptation.

4.3 The main findings of the OBC are set out below:

The Strategic Case

4.4 The Granton Waterfront regeneration programme supports the delivery of the Council Business Plan, the City Mobility Plan and the emerging City Plan 2030.

4.5 The Granton Waterfront regeneration has the potential to help meet the top three priorities for the Council:

4.6.1 Ending poverty and preventing adverse outcomes such as

homelessness and unemployment: the Council has set ambitious goals of delivering at least 20,000 new affordable homes (alongside registered social landlord partners) in Edinburgh by 2027 and eliminating poverty in Edinburgh by 2030. Granton Waterfront will deliver:

4.6.1.1 At least 1,225 new affordable homes (of which around 455 will be delivered through early action projects, and 53 through phase 1 over the next five years), both reducing poverty and homelessness;

4.6.1.2 Thousands of new construction and end-use jobs, creating employment and training opportunities for people who are unemployed or underemployed;

4.6.1.3 New affordable workspaces will help people start their own businesses; and

4.6.1.4 Educational outcomes which will be enhanced via new learning and upskilling opportunities, enabling people to enhance their employment prospects.

4.6.2 **Becoming a net zero city:** the Council's ambition is to achieve net zero carbon by 2030. A comprehensive regeneration such as Granton Waterfront is an excellent opportunity to deliver an exemplar community centred on sustainability. A suite of measures such as energy efficient well-insulated homes, renewable energy sources, natural flood defences, new and enhanced green spaces, improved public transport, minimal car ownership (with prioritisation of electric vehicles), new foot and cycle paths, innovative waste management strategies and local food production will contribute to the net zero carbon goal.

4.6.3 **Ensuring wellbeing and equalities are enhanced for all:** Granton Waterfront will give residents easy access to services via new facilities such as a health centre, a nursery, and leisure amenities such as a new coastal park. Existing and emerging communities will shape the regeneration, ensuring it meets their diverse needs now and into the future.

4.6 Additionally, Granton Waterfront will help deliver other local policies, such as a focus on delivering high-density housing on brownfield land (as articulated in the Council's Choices for City Plan document) and a prioritisation of active travel and

bus/tram-based mass rapid transit, as set out in the City Mobility Plan for Edinburgh.

- 4.7 The regeneration of Granton Waterfront will also contribute to the delivery of relevant national policies. The Economic Strategy for Scotland sets out the four key priorities for Scotland’s economy of investment, innovation, inclusive growth and international outlook, while the Economic Recovery Implementation Plan emphasises a “jobs-led” recovery from the economic shock of COVID-19. Granton Waterfront will create the conditions and opportunities for massive-scale public and private investment in Scotland. Construction expenditure and the delivery of new workspaces and public sector facilities will bring employment to a historically deprived area, which in turn will support employment via indirect and induced multiplier effects.
- 4.8 The delivery of low carbon energy solutions will create jobs in the emerging green-sector. A revitalised Edinburgh College campus and modern affordable workspaces aimed at early-stage businesses in high-growth sectors such as technology and creative industries will encourage entrepreneurialism and innovation. The creation of new parkland and leisure facilities along with the restoration of historic buildings will drive visitor inflows, while the uplifting of Granton Waterfront will make it an attractive place for international investment, tourism, and migration.

The Economic Case

- 4.9 The economic appraisal of the Granton Waterfront regeneration programme tests delivery options to assess which represents best value for money.
- 4.10 Critical success factors for the regeneration programme have been identified as: implementation and timing, delivery capabilities, affordability and strategic fit. Each delivery option has been assessed against these allowing a long list to be discounted to a short list of three categorised under “do minimum”, “partial investment” and “full investment”. These have been summarised below:

Category	Do Minimum	Partial Investment	Full Investment
Homes	Approximately 200 homes. Extensive brownfield sites left contaminated and undeveloped.	Approximately 862 homes. Extensive brownfield sites left contaminated and undeveloped.	Approximately 2,864 homes—note that early action projects already committed (a further 661 homes) have been excluded from economic and financial modelling. Overall, a minimum of 35% of the total homes delivered will be affordable.
Net zero carbon	Minimum requirements only.	Individual air source heat pumps.	Low carbon district heating network.
Sustainable Travel	Minimal active travel measures and public transport enhancements.	One transport hub, partial investment in active travel and public transport.	Two new transport hubs, expansive active travel network, enhanced public transport connectivity.

Commercial	Existing commercial space.	2,000 sqm of new commercial space.	9,065 sqm of new commercial space.
Place making	None.	Limited new public realm to join up plots, primary school, Limited coastal access.	New school / healthcare facility / coastal park and upgraded promenade / coastal resilience from flooding/ public realm.
Heritage	Maintenance of gas holder and other historic buildings.	Maintenance of gas holder and other historic buildings.	Refurbished gas holder and other historic buildings with scope for commercial long-term reuse.

- 4.11 A cost benefit analysis and economic impact assessment, in line with HM Treasury Green book guidance, has been carried out on the shortlisted options at an Edinburgh, City Region and Scotland level.
- 4.12 The economic impact assessment is based on considering the impacts of both the construction phase and the operating phase, combined for a 40-year period. At each area level, the “full investment” option returns the greatest economic impact.
- 4.13 The “full investment” option delivers the strongest benefit-cost ratio (BCR): 1.3 at an Edinburgh level. When the BCR is weighted to reflect deprivation in Granton Waterfront and surrounding neighbourhoods, this rises to 2.9. (Table 10 within appendix 1 OBC provides further detail).
- 4.14 The programme has a positive economic case, delivering £1.30 of benefit for each £1 of public sector investment.
- 4.15 The “full investment” option will also generate significant wider non-monetised benefits such as reduction of carbon emissions, reduction in fuel poverty and an increase in health and well-being benefits. Therefore, in practice, the BCR will be comfortably above stated monetised levels.
- 4.16 Overall, it is considered that the ‘full investment’ approach to the regeneration of Granton Waterfront represents best value for money for the public sector whilst best achieving the strategic objectives set out within the strategic case.

The Financial Case

- 4.17 The financial model produced for the [2020 Programme Delivery Plan](#) has been revised and updated to include:
- 4.17.1 Detailed actual costings derived from early action projects;
 - 4.17.2 Updates based on phasing, decontamination and transport strategies; and
 - 4.17.3 Increased net zero carbon requirements.
- 4.18 Existing funding sources have also been reviewed and have been updated where appropriate, including residual land value, developer contributions, grant funding and the level of borrowing that could be supported by the Housing Revenue Account (HRA) and Edinburgh Living through their net rental income streams.

- 4.19 The cost plan assumes that the Council will deliver 35% of homes; Registered Social Landlords (RSL) 15% and the remaining 50% will be private sector led. A minimum of 35% of the homes will be affordable and delivered through Council and RSL partners.
- 4.20 The outputs of the modelling suggest a large viability gap. The total funding shortfall in delivering phases 1-4 of regeneration is £381.2m (£306.2m net of optimism bias). The first phase of regeneration has a funding shortfall of £70.1m (£45.5m net of optimism bias). These are further detailed in the table below:

Phase		Cost	Cost (Excl Optimism Bias)	Available Funding	Net position	Net position (Excl Optimism Bias)
One	Heart of Granton	£197.5m	£172.9m	£127.4m	£70.1m	£45.5m
Two	Harbour Road	£201.2m	£182.2m	£59.8m	£141.4m	£122.4m
Three	West Shore	£127.2m	£110.1m	£46.8m	£80.4m	£63.3m
Four	Upper Granton	£163.2m	£148.9m	£73.9m	£89.3m	£75.0m
TOTAL		£689.1m	£614.1m	£307.9m	£381.2m	£306.2m

- 4.21 Based on the extent of the shortfall, it is challenging to fund the entire programme from the outset, but the phased approach set out in paragraph 4.33 of this report, breaks down the programme into more achievable targets.
- 4.22 Taking this phased approach, a funding strategy has been set out which considers the potential sources of external funding to address the shortfall in Phase 1 'Heart of Granton'. This is set out in the below:

Area of Investment	Description	Capital cost	Funding Opportunity
Housing (Council and Edinburgh Living)	66 social rent homes, 53 mid market rent and 84 market rent homes. Including Commercial	£48.6m	Additional Affordable Housing Supply Programme grant funding; additional grant for mid market rent; debt sculpting to increase financial viability; City Region Deal Housing Infrastructure Fund
Net zero carbon	Low carbon heat technologies	£5.9m	Low Carbon Infrastructure Transition Programme, green recovery; Green Growth Accelerator; Scottish National Investment Bank; Shared Prosperity Fund
Gas Holder restoration and other	Restoration of structural frame and other heritage	£26.6m	Levelling Up Fund Bid; Historic Environment Scotland; National

heritage assets	buildings within framework area.		Lottery Heritage Fund; Shared Prosperity Fund
Place-making and transport	Public realm Cycle and footways Junction improvements Mobility hub	£52.0m	Place Based Investment Programme; Regeneration Capital Grant Fund; Places for Everyone; Sustrans; Shared Prosperity Fund
Enabling and remediation	Land remediation	£21.2m	Vacant and Derelict land Investment Programme

4.23 The table above excludes the Health Centre (£10.9m) and School (£32.3m) as funding is earmarked for these through NHS Lothian and the Council’s capital programme respectively.

4.24 Success in delivering the regeneration in line with the vision will be dependent on the Council securing a package of funding from Government and other external parties as outlined above, and a commitment towards providing funding for future phases.

The Commercial Case

4.25 The Granton Waterfront programme has a highly complex delivery profile based on remediation and vast enabling infrastructure required.

4.26 The delivery strategy has been informed by the key programme requirements along with an assessment of the main barriers to achieving these.

4.27 A revised phasing strategy is proposed based on delivering plots with lower infrastructure and remediation costs earlier on with the anticipated benefits of a ‘place premium’ being used to offset higher abnormal costs in later phases.

4.28 Delivery models have been considered and it is concluded that a combination of partnering with the private sector and entering into contracts for specialist work will best help achieve the programme requirements at this current point in time.

4.29 As highlighted within the Financial Case, there is a significant funding shortfall, thus, there is not considered to be a viable market option that would allow for delivery of the overall programme from the outset.

4.30 The Council will retain the “master developer” role moving forward and apply a phased approach to development delivery that maximises opportunities and benefits, optimises market interest and manages risks. This phased approach is set out below:

Phase	Title	No. of homes	Start	Completion
Phase 1	Heart of Granton	788	May 2024	April 2028
Phase 2	Harbour Road	768	March 2026	May 2031
Phase 3	West Shore	726	June 2026	May 2033
Phase 4	Upper Granton	582	August 2031	May 2036
Total		2,864		

- 4.31 The total number of homes above do not include early action projects, which will see an additional 661 homes delivered between 2022 and 2026. This takes the overall number of homes delivered within Granton Waterfront to 3,525. These homes will be delivered alongside key services and public realm as set out in the phasing plans within section 5 of appendix 1.
- 4.32 A delivery strategy for phase 1 has been identified which seeks to appoint a development partner whilst in parallel progressing development of the district heating network business case stages.
- 4.33 A pre-development period may be utilised following the appointment of a development partner. This stage can be useful in adding value, ensuring co-ordination and managing risk.
- 4.34 The procurement strategy for appointment of a development partner will be developed based on lessons learnt from recent exercises on Fountainbridge and Meadowbank.

The Management Case

- 4.35 A pre-development programme for phase 1 and a master programme for delivery of phases 1-4 have been developed based on the recommended delivery strategy.
- 4.36 The pre-development period is assumed to run from October 2021 to May 2024 with enabling works and construction for phase 1 starting thereafter.
- 4.37 The critical path for the pre-development period includes appointment of a development partner, development of the district heating business case, securing grant funding, obtaining detailed planning consent and assembling land. These are listed in the table below:

Pre-Development Milestones

Programme milestone	Date
Completion of district heating network OBC	April 2022
Procurement of development partner	May 2022
Full business case approved following pre-development period (including district heating network)	June 2023
Planning application submitted	June 2023
Development agreement award	June 2023
Land assembly complete (phase one)	Jan 2024

Planning consent secured	May 2024
Enabling infrastructure contract award	May 2024
District heating contract award	May 2024
Start on site – first residential block	April 2025

- 4.38 A risk management strategy has been developed to promote clear ownership across the programme team.
- 4.39 Strong programme governance and programme management arrangements are in place and set out in detail within appendix 1 Fig 5 and Fig 6 within section 6.
- 4.40 A benefits realisation strategy has been developed to create a framework for monitoring and evaluating benefits as each phase is delivered.
- 4.41 A stakeholder management and communication plan has been developed to ensure that the regeneration programme meets the needs and expectations of the community and key stakeholders.

Stage 3

- 4.42 Stage 1, Programme Delivery Plan (PDP) approved in February 2020 recommended a staged delivery approach to the programme.
- 4.43 Stage 2 activities agreed within the PDP have been completed as part of the process of developing this OBC.
- 4.44 The OBC recommends that the project proceeds to stage 3, development of an FBC for phase 1 ‘Heart of Granton’ of regeneration as set out below:

Programme milestone	Date
Completion of district heating network OBC	April 2022
Procurement of development partner	May 2022
Full business case approved following pre-development period (including district heating network)	June 2023

- 4.45 This will maintain progress on delivery of the regeneration programme by bringing in development partner skills and expertise, developing a case for a low carbon energy solution, progressing designs, achieving further cost certainty to reduce optimism bias and creating a deliverable phase 1 that aims to secure a package of government grant funding to close any remaining viability gap.

5. Next Steps

- 5.1 Undertake stage 3 activities as recommended in the OBC and as outlined in paragraph 4.44 of this report and below:
 - 5.1.1 Appointment of a technical team of consultants to undertake a District Heating OBC. This will progress designs, refine financial modelling and conclude on a commercial route to secure an energy Partner;
 - 5.1.2 Commence the development of a procurement strategy in order to secure development partner in conjunction with Commercial and Procurement

Services. This will be informed by recent strategies that have been undertaken on Fountainbridge and Meadowbank;

5.1.3 Through a 12-month pre-development period with an appointed development partner, progression of designs and further commercial options are to be explored and funding secured to enable a viable and deliverable phase 1 'Heart of Granton'; and

5.1.4 Completion of FBC for district heating solution which will include seeking a delivery partner to enter into commercial arrangements to deliver a low carbon heat network.

5.2 Progress delivery of early action projects and action plans for culture, learning and work to enable delivery of key outcomes as outlined in Appendix 2.

6. Financial impact

Outline Business Case

6.1 Detailed analysis of costs and funding reveal a significant funding gap for the Granton Waterfront programme of £381.2m. This is a prudent estimate incorporating optimism bias. Sensitivity testing has shown that improved market conditions could reduce the gap. However, there is also a risk that the gap could increase if market conditions deteriorate or other risks materialise. Based on the extent of the shortfall, it is difficult to fund the entire programme from the outset. A phased approach to delivery will help to break this down into more achievable targets.

6.2 A funding strategy has been devised setting out potential sources of external funding to address the shortfall in the first phase – 'Heart of Granton'. Should the Council be successful in securing the £70.1m required to close the funding gap, phase 1 could proceed and further detailed work could commence to obtain funding for the remaining three phases.

Stage 3

6.3 Stage 3 costs are estimated at £4.6m. As the HRA is a key stakeholder and landowner at Granton, these costs will be funded from the HRA revenue budget. An element of the cost represents front funding from the HRA and, with the HRA acting as an enabler, will allow the development of a proposed phased delivery of regeneration and new social and other affordable homes to progress. A key outcome of stage 3 is securing a funding and financing package to ensure a first phase of regeneration is viable and deliverable. Securing this will allow the HRA to benefit from front funding through the realisation of capital land receipts and government grant funding over the period of the approved project.

6.4 Gateways are built into the stage 3 process to ensure that the viability and deliverability of a first phase of regeneration is tested at key points in the development process. This will ensure that progress to achieve the key outcomes is monitored at key intervals whilst minimising the risk of abortive costs being incurred.

- 6.5 Following the completion of stage 3, a further report will be brought to committee seeking approval of the FBC and the authority to enter into the delivery element of Phase 1. It is anticipated at this stage that this is likely to be a development agreement following a pre-development period.
- 6.6 Funding to deliver the early action projects outlined within this report are contained within the current HRA and General Fund Capital Programmes.

7. Stakeholder/Community Impact

- 7.1 The OBC builds on and strengthens the vision and key principles outlined within the Granton Waterfront Development Framework which was produced collaboratively with partners, community and key stakeholders.
- 7.2 Extensive consultation has been undertaken over the last 12 months on developing and delivering early action projects which align with the aspirations of the development framework to create from the start, a new vibrant, healthy and sustainable coastal town on Edinburgh's waterfront.
- 7.3 As part of stage 2, a stakeholder management and communication plan has been developed to ensure that the regeneration programme meets the needs and expectations of the community and key stakeholders. The stakeholder engagement process will run continuously throughout the life of the programme.
- 7.4 As part of the procurement process for stage 3, consideration would be given to the scope to deliver community benefits.
- 7.5 Early action projects will deliver around 323 homes for social rent for those in most pressing need; including homeless households as well as housing for affordable mid rent and market rent. All flats would have lift access, while up to 55 homes would be fully wheelchair accessible. There are also 132 homes for mid-market rent, helping people who struggle with housing costs but are unlikely to be prioritised for social housing.
- 7.6 All homes have been designed to meet silver energy standards (all aspects).

8. Background reading/external references

- 8.1 [2030 Climate Strategy](#) – Draft for Consultation, 2021

9. Appendices

- 9.1 Appendix 1: Granton Waterfront OBC
- 9.2 Appendix 2: Early Action Projects

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1. Introduction

Project background and description

- 1.1. Granton Waterfront is a 150-hectare site on the Firth of Forth in the northwest of Edinburgh, Scotland. Historically dominated by the former Granton Gasworks, the site now comprises a mix of vacant brownfield land, ageing industrial estates and derelict historic structures, along with pockets of residential use and green space.
- 1.2. The Granton Waterfront sits within a cluster of neighbourhoods that have historically suffered from relatively high levels of deprivation: Drylaw, Muirhouse, Pennywell, Pilton, Royston Mains and Wardieburn (referred to collectively as “North Edinburgh”).
- 1.3. Granton Waterfront is one of seven strategic sites prioritised for delivery as part of the Edinburgh and South East Scotland City Region Deal.
- 1.4. The manufacture of gas ceased in Granton in the late-1980s and all remaining activity at the Gasworks ended by 2001; the bulk of the former buildings have now been removed, with a small number of exceptions, most notably the 48m high Gas Holder No. 1 (“the Gas Holder”). Gradual redevelopment of the Gasworks and the wider Granton Waterfront commenced in phases in the 1990s, only to stall upon the onset of the global financial crisis in 2007. Subsequently, there has only been fragmented and piecemeal development, with the bulk of the land judged unviable to development due to a combination of low end use values linked to the deprivation of the area and high abnormal costs due to a combination of extensive contamination, steep topography, infrastructure gaps and poor ground conditions including substantial made ground.
- 1.5. The City of Edinburgh Council has for many years held land in Granton Waterfront, and in early 2018 it acquired significant additional land from Waterfront Edinburgh, a Council-arm’s length company that had incurred significant financial pressures due to the impacts of the financial crisis on the development industry. In March 2018, the Council purchased the site of the former Granton Gasworks (including the Gas Holder) from National Grid Property to facilitate a public sector-led regeneration of the area. As a result, the Council now owns approximately 50 hectares of development land in Granton Waterfront.
- 1.6. In 2018, the Council formed a strategic partnership with five other organisations – Edinburgh College, National Galleries of Scotland, National Museums Scotland, the Scottish Futures Trust and the Scottish Government – to accelerate the regeneration of Granton Waterfront. The six organisations are collectively referred to as the “Strategic Partners”.
- 1.7. In February 2020, the Council agreed a Development Framework setting out the vision, strategy, and high-level design principles for the regeneration of the Granton Waterfront. The Council also agreed a Programme Delivery Plan setting out the high-level route to delivery.

- 1.8. The Granton Waterfront regeneration programme is proposed to create a new residential-led mixed-use community, home to around 8,000 people on Edinburgh’s waterfront. It will deliver around 3,500 net zero carbon homes (of which at least 35% – 1,225 – will be affordable), a primary school, a health centre, commercial and cultural space and a new coastal park. These new uses will be supported by new cycling and walking routes and enhanced public transport connections. The revitalisation of Granton Waterfront’s historic buildings and the delivery of new leisure and recreation opportunities will attract significantly increased visitors to the area. Partner organisations to the Council will deliver substantial new cultural and educational assets in the Granton Waterfront over the regeneration timeframe. The overall development will make a significant contribution to Edinburgh’s target to become a net zero carbon city by 2030 through a mix of energy efficient buildings, renewable energy solutions, sustainable travel options and a nature-based approach to climate mitigation and adaptation.
- 1.9. In mid-2020, the Council commenced work on an Outline Business Case (OBC) for a Council-led strategic regeneration of Granton Waterfront. In advance of the OBC, a programme of early action projects with standalone business cases have been initiated: the delivery of around 700 net zero carbon homes, the refurbishment of the former Granton Gasworks railway station (“Granton Station”) and a disused former warehouse (“West Shore Studios”) as creative enterprise hubs, and the illumination of the Gas Holder.

Scope of Outline Business Case

- 1.10. The area as outlined within the red boundary below forms the scope of this OBC.



- 1.11. The OBC has been developed in accordance with HM Treasury Green Book guidance. It builds on the existing Programme Delivery Plan (PDP). The elements of the OBC are summarised below:

- A Strategic Case demonstrating the strategic fit of the Granton Waterfront project with local and national policy objectives;
- An Economic Case that demonstrates that the preferred option for delivering the regeneration of Granton Waterfront represents best value, including an economic impact assessment of the shortlisted options;
- A Financial Case demonstrating that whilst the overall regeneration of Granton is currently unviable, adopting a phased approach underpinned with a funding strategy for delivering phase 1 will help create more cost certainty, reduce the funding gap and create a place premium that will help fund future phases. The financial model has been updated based on a revised cost plan. Revisions to the cost plan have been informed by additional studies including transport and energy masterplans, a decontamination strategy, and an early-action housing delivery plan;
- A Commercial Case demonstrating that a phased approach to the delivery of Granton Waterfront is the most viable option in creating greater cost certainty whilst managing and sharing risk; and
- A Management Case demonstrating that the Council has the resources and experience to successfully deliver the regeneration of Granton Waterfront, ensuring targets in terms of cost, time and quality are achieved.



Strategic Case

2.Strategic Case

Chapter summary

- **The public sector-led regeneration of Granton Waterfront will play a key role in meeting the demand of a growing city: delivering new homes (including affordable provision) and workspaces to meet contemporary social and economic needs within a community centred on sustainability.**
- **The Granton Waterfront regeneration programme supports the delivery of the Council Business Plan, the City Mobility Plan and the emerging City Plan. It will also support the delivery of key national policy objectives including the Economic Strategy for Scotland, the Housing to 2040 vision and the goal of making Scotland carbon neutral by 2045.**
- **Granton Waterfront sits within an area of persistent multiple deprivation with considerable socioeconomic challenges. The regeneration programme will help to address these**
- **Environmental constraints exist that make regenerating the area challenging in terms of adding greater cost, complexity and risk to construction.**
- **Four strategic goals and eight strategic objectives for the regeneration of Granton Waterfront have been set.**
- **The strategic benefits of regenerating Granton Waterfront have been summarised along with the main risks and dependencies affecting the programme.**

Introduction

- 2.1. The Strategic Case sets out the strategic rationale for investment in Granton Waterfront: how the regeneration programme will help Edinburgh and Scotland achieve key policies.

Background

- 2.2. Edinburgh is a growing city, with annualised population growth of around 1% - representing over 5,000 new residents each year. This, coupled with household changes, drives demand for new homes, along with workspaces, retail/leisure destinations, and social infrastructure such as schools, libraries, nurseries and health centres. There is particular demand for affordable housing, with the popularity of

Edinburgh as a place to live resulting in lower-income households being priced out of the market.

- 2.3. As with most cities in developed countries, Edinburgh's economy has experienced a shift in recent decades away from primary industries and manufacturing towards the service sector, with longstanding sources of employment such as financial services augmented by the growth of industries such as tourism and technology. This structural change in the jobs market requires new workspaces, with ageing factories and low density uses such as warehouses and depots giving way to new uses.
- 2.4. Sustainability is of growing importance with Edinburgh having set the ambitious target of becoming a net zero carbon city by 2030, ahead of the Scotland wide target of doing so by 2045. This requires a huge range of interventions, including making homes and workplaces more sustainable, promoting a shift away from travel by car towards walking, cycling and public transport, and increasing green infrastructure such as trees and natural flood defences.
- 2.5. The public sector-led regeneration of Granton Waterfront will play a key role in responding to the above dynamics: delivering new homes and workspaces to meet contemporary social and economic needs within a community centred on sustainability.

Strategic context

- 2.6. The regeneration of Granton Waterfront can make a significant contribution to the delivery of multiple policies for Edinburgh.
- 2.7. The Council's Business Plan sets out the three top priorities for the Council: ending poverty and preventing adverse outcomes such as homelessness and unemployment, becoming a net zero city, and ensuring wellbeing and equalities are enhanced for all. The Granton Waterfront regeneration programme has the potential to help meet each of these priorities:
 - *Ending poverty and preventing adverse outcomes such as homelessness and unemployment:* The Council has set ambitious goals of delivering at least 20,000 new affordable homes (alongside registered social landlord partners) in Edinburgh by 2027 and eliminating poverty in Edinburgh by 2030. Granton Waterfront will deliver at least 1,225 new affordable homes, both reducing poverty and reduce homelessness.¹ Granton Waterfront will deliver thousands of new construction and end-use jobs, creating employment opportunities for people who are unemployed or underemployed, while new affordable workspaces will help people start their own businesses. Educational outcomes will be enhanced via new learning and upskilling opportunities, enabling people to enhance their employment prospects.

¹ This will in turn contribute to the Scottish Government's Housing to 2040 vision, which sets an overarching objective of delivering more homes across all tenures which are sustainable and built to the long-term needs of residents.

- *Becoming a net zero city:* The Council’s ambition is to achieve net zero carbon by 2030.² A comprehensive regeneration such as Granton Waterfront is an excellent opportunity to deliver a model community centred on sustainability. A suite of measures such as energy efficient well-insulated homes, renewable energy solutions, natural flood defences, new and enhanced green spaces, improved public transport, minimal car ownership (with prioritisation of electric vehicles), new foot and cycle paths, innovative waste management strategies, and local food production will contribute to the net zero carbon goal.
 - *Ensuring wellbeing and equalities are enhanced for all:* The Granton Waterfront will give residents easy access to services via new facilities such as a health centre, a nursery, and leisure amenities such as a new coastal park.³ Residents and community councils will shape the regeneration, ensuring it meets the diverse needs of the community.
- 2.8. Additionally, Granton Waterfront will help deliver other local policies, such as a focus on delivering high-density housing on brownfield land ,as articulated in the Council’s Choices for City Plan document and a prioritisation of active travel and bus/tram-based mass rapid transit, as set out in the City Mobility Plan for Edinburgh.
- 2.9. The regeneration of Granton Waterfront will also contribute to the delivery of relevant national policies. The Economic Strategy for Scotland sets out the four key priorities for Scotland’s economy of investment, innovation, inclusive growth and international outlook, while the Economic Recovery Implementation Plan emphasises a “jobs-led” recovery from the economic shock of COVID-19. Granton Waterfront will create the conditions and opportunities for massive-scale public and private investment in Scotland. Construction expenditure and the delivery of new workspaces and public sector facilities will bring employment to a historically deprived area, which in turn will support employment via indirect and induced multiplier effects.
- 2.10. The delivery of low carbon energy solutions will create jobs in the emerging green-sector. A revitalised Edinburgh College campus and modern affordable workspaces aimed at early-stage businesses in high-growth sectors such as technology and the creative industries will nurture entrepreneurialism and innovation. The creation of new parkland and leisure facilities along with the restoration of historic buildings will drive visitor inflows, while the uplifting of Granton Waterfront will make it an attractive place for international investment, tourism, and migration.
- 2.11. The vision, principles and Development Framework for Granton Waterfront established guidelines to ensure future development also align with the Scottish Government’s Place Principles and ‘20-minute neighbourhood’ concept. By creating a place that meets everyday needs, numerous benefits will be realised, including a stronger local economy, enhanced health and wellbeing, improved connectivity and increased resilience through tackling climate change.

² This will in turn contribute to the Scottish Government’s goal of making Scotland carbon neutral by 2045.

³ This supports the “20-Minute Neighborhood” principle, which entails residents being able to access key day-to-day services within a 20-minute journey of their homes

- 2.12. Granton Waterfront therefore has the potential to make a significant contribution to key local and national policy objectives. The contribution of Granton Waterfront to these objectives will be assessed over the period of the programme and beyond (more information on how the programme will be monitored is set out in the Management Case of the OBC).

Key issues and constraints

Socioeconomic issues

- 2.13. Granton Waterfront sits within an area of persistent multiple deprivation with considerable socioeconomic challenges. A baseline review carried out in support of the OBC has highlighted the below issues:
- *Deprivation:* multiple data-zones with Granton Waterfront and the surrounding neighbourhoods are classified in the lower (i.e. more deprived) deciles of the 2020 Scottish Index of Multiple Deprivation (SIMD), with multiple falling in the bottom 5% and 10% nationally. This highlights the mix of challenges facing the area.
 - *Education and opportunity:* 23% of the population of Granton Waterfront and the surrounding neighbourhoods have no qualifications compared with the overall Edinburgh average of 17%. This weakens the employment and earning prospects of residents.
 - *Crime and neighbourhood:* Parts of Granton Waterfront and the surrounding neighbourhoods have twice the crime rate of Edinburgh as a whole. The area has persistent issues with vandalism, arson and antisocial behaviour.
 - *Earnings and household income:* The average household income in Granton Waterfront and the surrounding neighbourhoods was 42% below the city average.
 - *Health:* Across several measures, Granton Waterfront and the surrounding neighbourhoods have consistently achieved below average health outcomes. There are persistent issues with substance abuse.
 - *Housing stock:* 74% of the current housing stock in Granton Waterfront and the surrounding neighbourhoods sits within the lowest three Council Tax bands. The housing stock includes multi-storey flats, pre and post war tenements and low-rise housing in Council, Registered Social Landlord and private ownership with significant investment required to repair and improve homes.
 - *Poverty and inequality:* The Forth ward, which Granton Waterfront and the surrounding neighbourhoods partly fall within, has the highest relative rate of poverty and the highest income inequality of any ward in Edinburgh.
 - *Industrial mix:* Granton Waterfront and the surrounding areas have high concentrations of employment in traditional sectors that are in long-term decline and low concentrations of employment in growth sectors. For example, 27% of people employed in the Granton and Royston Mains intermediate zone work in manufacturing (compared to 2% for Edinburgh overall), while 44% of people

employed in the Granton West and Salvesen intermediate zone work in the electricity, gas, steam and air conditioning supply sector (compared to 1% for Edinburgh overall).

Environmental constraints

2.14. As set out above, the regeneration of Granton Waterfront has hitherto been characterised by piecemeal development and a slow build out rate. Among the factors driving this slow pace of development are the myriad of practical environmental constraints that add great cost, complexity, and risk to construction. These key issues are summarised below:

- *Contamination:* Site investigations have identified multiple contaminated areas characterised by coal, tar, blue billy⁴, and hydrocarbons. These issues are exacerbated by the steep topography and large areas of made ground.
- *Flood risk and coastal erosion:* The vulnerability of the area to coastal flooding has been identified through technical studies as a significant risk. Furthermore, studies have concluded that there is a high risk of coastal erosion.
- *Infrastructure:* The existing infrastructure provision throughout Granton Waterfront is inadequate with particularly weak north-south permeability.
- *Place:* Granton Waterfront is characterised by pockets of housing, vacant/derelict land, and residual industrial uses which results in an uneasy mix of neighbouring uses creating issues such as noise, pollution, antisocial behaviour, and an overall weak sense of place and limited aesthetic appeal.
- *Heritage:* Granton Waterfront has a rich history and heritage with many historic listed buildings and structures currently in poor condition. There are substantial costs associated with bringing them back into good condition.

Strategic goals and objectives

Strategic goals

2.15. Based on the strategic context, the key issues and constraints, and the principles set out in the Development Framework, four strategic goals for the regeneration of Granton Waterfront have been set:

- Create a new blueprint for net zero carbon development that supports sustainable living in the context of a changing climate;
- Be a driver of sustainable, inclusive economic growth, job creation, prosperity and resilience for local communities and the wider city region;
- Create a vibrant, well connected and welcoming coastal community with a strong sense of identity as a place that is inclusive, attractive and accessible to all; and

⁴ Blue billy is a contaminant containing high levels of cyanide deriving from past industrial processes.

- Accelerate the delivery of development on brownfield sites to meet Edinburgh and the City Region’s housing need.

Strategic objectives

- 2.16. Based on the four strategic goals, eight strategic objectives for the regeneration of Granton Waterfront have been set. These objectives – and how they are proposed to be delivered – are set out below.

Objective one – net zero: “Deliver an integrated low carbon and climate resilient community centred on net zero carbon homes, active travel, and mass rapid transit.”

- 2.17. As set out above, there are a range of interventions that will contribute to the delivery of this strategic objective. These include the design and construction methods for the new homes and workspaces, the green infrastructure, and the transport and active travel infrastructure, coupled with measures to disincentivise private car ownership.
- 2.18. An energy study for the Granton Waterfront was carried out in which a range of low carbon energy technologies was evaluated and the ability to support low carbon benefits and lifecycle costs assessed. The study concluded that the best solution would be a site-wide district heating network energy solution which harnessed heat from the sea and sewers. This would meet the heat demand of Granton Waterfront from entirely renewable sources. This could be supplemented by on-site micro-renewables generating both heat and electricity for Granton Waterfront.
- 2.19. In terms of climate resilience, the main risk identified for Granton Waterfront is from coastal flooding, with coastal protection required for any development proximate to the coastline. A technical analysis concluded that the preferred mitigation against coastal flooding was nature-based coastal protection using the existing landscape, integrated into a new coastal park.

Objective two – connectivity and travel choices: “Create a coastal town that connects communities through well-designed new streets and paths, a prioritised active travel network, and strong public transport links.”

- 2.20. Analysis was undertaken of existing transport problems facing Granton Waterfront and potential interventions to resolve these were identified and evaluated against criteria aligned to the objective and compliant with Scottish Transport Appraisal Guidance (STAG). This exercise produced a set of recommendations for interventions to support improved connectivity and more sustainable travel choices, including:
- An expanded and joined-up active travel network;
 - A 75% car free development;

- Enhanced public transport linkages;⁵ and
- Two new transport hubs.

Objective three – economic and inclusive growth: “Create high value jobs in key economic sectors and support learning and upskilling opportunities to ensure the economic benefits of the development are shared equitably.”

- 2.21. New commercial space will be aligned with major developments planned for the area such as “The Art Works” (a facility being developed by National Galleries of Scotland for the curation of Scotland’s art collection) to create opportunities for collaboration between the public and private sector.
- 2.22. The delivery of around 3,500 homes along with commercial space and infrastructure will support construction jobs along with skills development via apprenticeships. Delivery of low carbon energy solutions will create jobs in the emerging green sector.
- 2.23. The provision of a primary school and health centre will bring additional public sector jobs to the area.
- 2.24. Additional learning infrastructure will be created ranging from a new nursery to an enhanced Edinburgh College campus.

Objective four – quality and affordable homes: “Granton Waterfront will be a sustainable community that will stand the test of time by delivering high quality net zero homes across a range of tenures that are affordable to live in and manage.”

- 2.25. A variety of different homes both in size and typology will be delivered across a mixed ‘tenure blind’ community. The Development Framework identifies different “character areas” throughout Granton Waterfront; these have been designated to capitalise on the various features of the area, creating a range of housing and placemaking opportunities. Early Action housing projects at Western Villages, Silverlea and Demonstrator site at plot D1 are now well advanced and will contribute to the realisation of both the Council’s housing strategy and the Development Framework, with over 650 homes moving into construction phase. Development of new homes and neighbourhoods will take place alongside investment in neighbouring estates as part of the Council’s strategy to improve the quality of existing homes and estates and connect communities.

⁵ The analysis also strongly validated the importance of the extension of mass rapid transport to Granton Waterfront (albeit this is out-with the remit of this business case).

Objective five – empowering communities: “Create a revitalised and sustainable local community where people can live, work, move, play and thrive.”

- 2.26. A wide range of actions around enterprise, health, learning etc, will contribute to this objective. The primary school, health centre, commercial, workspace and other new facilities being delivered in the area will contribute to embedding the 20-minute neighbourhood principle in Granton Waterfront.

Objective six – enterprise and workplaces: “Increase entrepreneurial and social innovation capacity in the area and deliver a mix of modern workspaces at Granton Waterfront that will support new and growing enterprises.”

- 2.27. The creation of new modern, flexible, affordable workspaces aimed at early-stage businesses will encourage entrepreneurialism and inward investment in Granton Waterfront, with a focus on high growth sectors such as technology.

Objective seven – public realm and open space: “Create outstanding and welcoming streets and open spaces in Granton Waterfront that incorporate nature, enhance biodiversity and provide access to natural and urban coastal activities that will attract visitors from the city and beyond as well as supporting health and wellbeing locally.”

- 2.28. The Development Framework for Granton Waterfront sets out a range of interventions to enhance the landscape and open space and to capitalise on the coastline. A suite of site-specific interventions is identified, the most significant of which is the creation of a new Coastal Park that will connect to create one of the largest green spaces of its kind in Europe stretching from Granton Harbour to Cramond and Lauriston Castle, delivering recreational and biodiversity benefits.

Objective eight – built heritage: “Restore and preserve existing heritage assets and work with local community and cultural organisations and residents to create a dynamic cultural environment at Granton Waterfront.”

- 2.29. Granton Waterfront possesses rich built heritage but much of this is in poor condition. A culture strategy developed in collaboration with the Strategic Partners identified interventions required to enhance key heritage assets such as the Gas Holder, Granton Station and the former Madelvic Car Factory. Implementation of the strategy has already begun with work to restore the ‘B’ listed Granton Station as an enterprise hub, with project funding secured and a principal contractor appointed.

Benefits, risks and dependencies

Benefits

- 2.30. In line with HM Treasury Green Book guidance, the strategic benefits to be delivered by the programme have been identified (further information on how benefits will be measured and monitored is set out in the Management Case). The benefits are summarised below:

Table 1: Summarised benefits

Strategic objective	Output	Benefit
Objective one: net zero	Reduced operational costs for homes via better energy efficiency	Household savings of £12m over a 30-year period helping to reduce fuel poverty
	Planting of circa 1,500 new trees	Carbon sequestration of over 2,000 tonnes over a 50-year period
	Natural-based flood defences	£1.6m (net present value) in savings over a 50-year period
	Over 100,000 sqm of enhanced high-quality green space	Biodiversity and wellbeing
Objective two: connectivity and travel choices	Provision of new bus services to key locations and rerouting of existing services to the Development Framework area	Better accessibility to-and-from Granton Waterfront; improved journey times
	Environmental benefits associated with improved public transport and around 5km of new active travel infrastructure	Reduced emissions supporting better air quality and transition to net zero carbon
	Two new transport hubs providing multiple transport choice for users in one location	Reinforced connectivity-related benefits via providing all transport modes in same location
Objective three: economic and inclusive growth	Jobs generated through the construction of around 3,500 homes	2,700 construction person-years of employment (Edinburgh level)

Strategic objective	Output	Benefit
	Economic productivity increased over construction period	£162m of additional gross value added (GVA) at an Edinburgh level
	Permanent jobs created via occupation of commercial space	Additional 5,800 full time equivalent (FTE) jobs over a 40-year period (Edinburgh level)
	Over 700,000 visitors per annum to Granton Waterfront by the end of the delivery phase (year 15)	From year 15 onwards to year 40, an additional 5,900 FTE jobs and £67m GVA (Edinburgh level)
	Economic activity supported by additional Council Tax revenue	Additional 600 FTE jobs and £19m GVA over a 40-year period (Edinburgh level)
	Additional household spending through population growth in Granton Waterfront	Additional 4,200 FTE jobs and £54m of GVA over a 40-year period (Edinburgh level)
Objective four: quality and affordable homes	Over 1,200 affordable homes to be delivered	Unmet housing demand is addressed
	Around 3,500 new homes delivered to net zero carbon standards	Supporting transition to net zero carbon and delivering households out of fuel poverty through better energy efficient homes
	Health and wellbeing benefits supported by more resilient homes	Tenant satisfaction surveys score high satisfaction rates
Objective five: empowering communities	20-minute neighbourhood principles achieved through joined up services and access to leisure and cultural amenities	Placemaking benefit that will make Granton Waterfront more attractive and accessible
Objective six: enterprise and workplaces	Around 10,000 sqm of new commercial space provided across the framework	£176m of additional GVA over a 40-year period (Edinburgh level)
	11,000 sqm of new learning space	New primary school

Strategic objective	Output	Benefit
Objective seven: public realm and open space	60 ha of land remediated to unlock housing growth	Housing and other uses supported on land previously vacant and derelict
	Over 10 hectares of new coastal park	Mental and physical wellbeing improved
	New linkages to create what will become 17km of new promenade	Benefit to recreation and active enjoyment of the coastal location
	Granton Station building upgrades and new public square	Placemaking benefit that will make Granton Waterfront more attractive and accessible; preservation and re-use of historic building
Objective eight: built heritage	Reduction in long-term running and maintenance costs of heritage assets	Long term capital expenditure budgets can be directed to other projects
	Strategic Partner projects will deliver strong cultural led benefits	Up to 50,000 visitors per year

Risks

2.31. The greatest risks to the programme at this stage are summarised below:

Table 2: Greatest Risks

Risk description	Score
A large funding gap exists that threatens the viability of this programme	25
Government grant funding is not secured to allow the programme to progress	20
Low carbon goals on the project are not achieved either through design or construction	20
Industry capacity to deliver regeneration is limited due to shortage of materials, skilled workforce, new technologies	20

2.32. The programme risks are quantified in the Financial Case, considered how to be allocated in the Commercial Case, and managed in the Management Case.

Dependencies

2.33. As with all complex projects, the Granton Waterfront regeneration programme has areas of dependency where decisions are made outside the scope of the project. It is vital to manage these dependencies to protect the programme, particularly where transitioning from development phase to delivery phase in a timely manner is concerned. Dependencies will be managed through the framework set out in the Management Case.

Table 3: Dependencies

Affected activity	Dependency
Enabling works	The outputs of the energy strategy workstream will have a direct bearing on the planning, design and delivery of enabling works
Land requirements	The land to be acquired from third parties may impact upon timing of delivery if it cannot be secured in line with the programme
Social infrastructure	Public sector partners and their respective requirements and funding sources and timing may directly impact on the delivery plan for Granton Waterfront
Interaction with tram strategic business case	Multiple planning, construction and operational dependencies which will need to be managed
Coordinated place	The activities led by the Strategic Partners will be a material influence on the success of the project

Conclusion

- 2.34. The regeneration of Granton Waterfront will help to address the existing challenges facing the area and make a substantial contribution to key local and national policy objectives.
- 2.35. The Granton Waterfront regeneration programme is fully consistent with, and supports the delivery of key local and national strategic objectives that will shape the future development of Edinburgh and the wider region, including:
- The City of Edinburgh Council Business Plan;
 - Choices for City Plan;
 - City Mobility Plan;
 - The Economic Strategy for Scotland;
 - Housing to 2040 vision; and
 - The goal of making Scotland carbon neutral by 2045.



Economic Case

3. Economic Case

Chapter summary

- The economic appraisal of the Granton Waterfront regeneration programme has tested a number of delivery options to assess which represents best value for money.
- Critical success factors for the regeneration programme have been identified. Each delivery option has been assessed against these, allowing a long list to be discounted to a short list of three categorised under “do minimum”, “partial investment” and “full investment”.
- A cost benefit analysis and economic impact assessment in line with HM Treasury Green Book guidance has been carried out on the shortlisted options at an Edinburgh, Edinburgh City Region and Scotland level.
- The economic impact assessment is based on considering the impacts made by both the construction phase and the operating phase, combined for a 40-year period. At each area level, the “full investment” option returns the greatest economic impact.
- The “full investment” option delivers the strongest benefit-cost ratio (BCR): 1.3 at an Edinburgh level. When the BCR is weighted to reflect deprivation in Granton Waterfront, this rises to 2.9.
- The programme has a positive economic case, delivering £1.30 of benefit for each £1 of public sector investment.
- The “full investment” option will also generate significant wider non-monetised benefits such as reduction of carbon emissions, reduction in fuel poverty and an increase in health and well-being benefits. Therefore, in practice, the BCR will be comfortably above stated monetised levels.
- Overall, it is considered that the ‘full investment’ approach to the regeneration of Granton Waterfront represents best value for money for the public sector whilst best achieving the strategic objectives set out within the strategic case.

Introduction

- 3.1. The Economic Case sets out the rationale for the Granton Waterfront regeneration programme in terms of value for money by testing options which present alternative ways of delivering the project objectives (within the defined parameters of the Development Framework) to assess which represents best value. To strengthen this process, it has been assessed to what extent each option achieves “critical success factors” defined for the project, with a cost-benefit analysis being carried out on the shortlisted options.

- 3.2. Supporting the economic appraisal is an economic impact assessment based on HM Treasury Green Book guidance and additionality guidance. The gross and net economic impacts of the proposed project are calculated by considering the likely direct, indirect and induced impacts of the development, factoring in multipliers and displacement.

Economic rationale for intervention

- 3.3. Granton Waterfront is characterised by piecemeal development and an incoherent sense of place. Redevelopment of the land has been slow and in recent years has largely stalled, principally due to constraints such as contamination, long ground leases, derelict historic buildings and structures, and complex infrastructure requirements. This market failure indicates a need for public sector intervention to bring forward development.

Appraisal of long-listed options

- 3.4. Nine different options for taking forward the redevelopment of Granton Waterfront have been identified. These options represent scenarios in which different approaches to progressing the development are taken, ranging from a reactive *laissez-faire* approach to a public sector-led approach. Each option represents a separate and distinct delivery approach that could be adopted to regenerate Granton Waterfront. A shortlist was then produced by assessing to what degree each of the options would meet with the “critical success factors” for the programme. The critical success factors are the attributes that are essential for the programme to be delivered successfully; they are distinct from the project goals, projects objectives, and benefits. The four critical success factors for the Granton Waterfront programme are:

- *Implementation and timing (the timescale/phasing associated with the option):* Options that delivered the programme in a timeous and strategic manner were appraised higher, whereas options that delivered the programme in a more incremental/fragmented way were appraised lower. This reflects the desire to deliver the regeneration in a comprehensive, holistic way rather than the fragmented approach that has hitherto been the case.
- *Delivery capabilities (the extent to which the option brings the appropriate capabilities to bear on the project):* Options that marshalled private resource capabilities were appraised higher, whereas options that relied on the capabilities of the public sector were appraised lower. This reflects the desire to exploit the commercial expertise of the private sector and share the risks of the programme.
- *Affordability (to what extent the option can realistically be funded):* Options that were judged to be fundable were appraised higher, whereas option that were regarded as having a funding gap were appraised lower, reflecting the requirement for the programme to be financially viable.
- *Strategic fit/scope (how well the option aligns to the strategic goals and wider strategic context for the programme):* Options that aligned more closely to these were appraised higher, where options that had a looser aligned were appraised lower. This reflects the desire to deliver the strategic aims identified in the Strategic Case.

3.5. The table below summarises the nine longlisted options and their performance against each of the four critical success factors. A Red Amber Green status has been applied to denote each options performance with green representing good alignment, amber representing reasonable alignment and red representing poor alignment.

Table 4: Nine Long Listed Options

Options	Implementation & timing	Delivery capabilities	Affordability	Strategic fit/scope
Option 1 – Reactive market led approach to housing and other uses	Reactive to market demand and timing unpredictable	Market led	Private Finance	Predominantly existing use with some contribution to housing
Option 2 – Smaller scale public sector led approach to housing and place	Plot-by-plot approach with longer time horizon to deliver strategic outcomes	Public sector led	Funding Deficit exists that needs to be dealt with on a plot by plot basis by public sector alone	Contribution to housing and wider placemaking
Option 3 – Comprehensive public/private collaborative approach to deliver Development Framework	Large scale comprehensively planned approach and delivered with momentum to secure strategic outcomes quicker	Public/private collaboration	Combination of public funding and private finance requirements	Strong alignment to the strategic goals of the project
Option 4 – Enhanced asset management approach to existing estate	Single strategy approach to seek an investor/partner to asset manage the existing assets as part of slower longer approach to regeneration	Market led	Private finance	Existing uses improved but weak correlation to strategic goals of the project
Option 5 – Smaller scale public sector led approach with stronger weighting on commercial and retail uses	Plot-by-plot approach with longer time horizon to deliver strategic outcomes	Public sector led	Funding deficit but potentially more opportunity for private finance due to weighting towards commercial uses	Contribution to housing and other uses as part of wider placemaking approach
Option 6 – Comprehensive private sector led approach to deliver Development Framework	Large scale comprehensively planned approach and delivered with momentum to secure strategic outcomes quicker	Market led	Large funding deficit expected to deter a market led approach	Strong alignment to the strategic goals of the project
Option 7 – Opportunity led approach	Passive approach to regeneration to wait for a large-scale opportunity to materialise which could be a catalyst for regeneration i.e. major land requirement for blue chip organisation	Market led	Private finance and some public funding anticipated	Impossible to predict at this stage

Options	Implementation & timing	Delivery capabilities	Affordability	Strategic fit/scope
Option 8 – Affordable housing led approach	Plot-by-plot approach with longer time horizon to deliver strategic outcomes	Public sector led	Public funding through established affordable housing grant	Affordable housing led approach would deliver to some scope requirement but would not give rise to balanced tenure community
Option 9 – Comprehensive public Sector led approach to deliver Development Framework	Large scale comprehensively planned approach and delivered with momentum to secure strategic outcomes quicker	Public sector led	Combination of public funding and finance requirements	Strong alignment to the strategic goals of the project

3.6. Based on the above long-list, three short-listed options have been identified based on their ability to align closest to the critical success factors outlined above. These are summarised below.

“Do minimum” - (option 1 from longlisted options - reactive market led approach)

3.7. The “do minimum” option makes the following assumptions:

- A modest number of housing plots identified in the latest Housing Land Audit would be developed out organically despite the Development Framework not being delivered. This would deliver approximately 200 homes.
- Some active travel measures would be implemented in Granton Waterfront.
- Energy solutions for any new housing would reflect minimum requirements.
- Public transport would continue to have limited penetration into the area; the business case for a tram extension to Granton Waterfront is weaker under this option.
- The commercial strategy for the area would focus on driving further value from existing assets, e.g. the refurbishment and reletting of the disused former warehouse at 20 West Shore Road, but with no new development.
- The existing green space across the Development Framework area would remain in its current state.
- A new primary school would not be required under this option.
- Heavily contaminated plots within the character areas identified as West Shore and Upper Granton would remain undevelopable.

- The Gas Holder and other historic buildings and structures would continue to attract significant maintenance costs to keep them safe and secure.

“Partial investment” - (option 2 from longlisted options - smaller scale public sector led approach)

3.8. The “partial investment” option makes the following assumptions:

- Approximately 862 homes would be delivered in the Heart of Granton (670 units) and Harbour Road (192 units) character areas.
- The energy strategy would be focused on individual air source heat pumps rather than more comprehensive approaches such as district heating network, with lower upfront capital costs but higher lifecycle costs.
- No existing employment space would be displaced; current employers in the area would remain in place indefinitely.
- 2,000 m² of commercial floorspace would be delivered along Waterfront Broadway and via the refurbishment/modernisation of the former lighthouse building on West Harbour Road.
- A more extensive package of active travel interventions would be delivered.
- A new transport hub would be delivered in this option. The area would potentially benefit from a tram extension.
- A new primary school would be delivered.
- Coastal access would remain limited as at present.
- The Gas Holder and other historic buildings and structures would continue to attract significant maintenance costs to keep them safe and secure; no major restoration works would be carried out beyond those already scheduled.

“Full investment” - option 3 from longlisted options - comprehensive public/private collaborative approach)

3.9. The “full investment” option makes the following assumptions:

- Around 2,864 homes would be delivered. A further 661 homes (a mixture of social housing, mid market rent, market rent and homes for sale) will be delivered through early action projects already committed to. Overall, a minimum of 35% of the total homes delivered will be affordable.
- 9,065 m² of new commercial floorspace, predominantly on the ground floor of residential blocks which would be suitable for a variety of uses including retail, hospitality, office etc and provide accommodation for small scale/start-up/incubator businesses.
- A new primary school and health centre would be delivered.
- A low carbon district heating network would be installed.

- Deliver a major new enhanced green space and coastal placemaking through a new coastal park and upgraded promenade whilst also strengthening coastal resilience from flooding.
- Two new transport hubs would be delivered along with an expansive active travel network and improved public transport penetration; the case for a tram extension to Granton Waterfront would be considerably strengthened.
- The Gas Holder and historic buildings and structures would be restored.

Appraisal of short-listed options

3.10. The short-listed options were appraised via multi-criteria analysis and a traditional cost-benefit analysis in line with HM Treasury Green Book guidance. Costs are taken from the project cost plan, while benefits are taken from the programme benefits register. The timing of benefits and costs has been informed by the master programme. The benefits associated with each strategic objective are set out below.

Table 5: Short Listed Options

Objective	Benefits
Low carbon and resilient place	Energy efficient buildings, reduction in fuel poverty, contribution to local and national carbon reduction targets
Economic benefit and inclusive growth	Creation of new jobs, upskilling of people to more productive jobs, improve wealth creation from within the community to be reinvested into the community and support local business
Delivery of quality and affordable homes	Mix of well designed, energy efficient, quality homes to address housing need and demand on brownfield sites
Connectivity and travel choices	A range of transport interventions to support a change in how people move to, from and within Granton Waterfront with strong emphasis on place making
Quality public realm, open space and heritage	High quality active public spaces and optimal use of the natural environment to create better quality of life for residents and visitors
Joined up services	Innovative approaches to service delivery to create better access to these and provide excellent user experience
Enterprise and workplaces	Increase entrepreneurial activity and social innovation, delivery of a mix of modern workplaces that will support new and growing enterprises

3.11. The contribution made by the “do minimum”, “partial investment”, and “full investment” options to the benefits associated with each strategic objective is set out below, with the strategic objectives weighted to reflect their relative importance as assessed by the project team in conjunction with stakeholders.

Table 6: Short Listed Options to Associated Benefits

Scoring criteria	Weighting	Do minimum		Partial Investment		Full investment	
		Score	Weighted score	Score	Weighted score	Score	Weighted score
Low carbon and resilient place	100%	1	1	3	3	4	4
Economic benefit and inclusive growth	100%	2	2	3	3	5	5
Delivery of quality and affordable homes	100%	1	1	3	3	5	5
Connectivity and travel choices	100%	1	1	3	3	5	5
Quality public realm, open space and heritage	100%	1	1	3	3	5	5
Joined up services	70%	1	0.7	1	0.7	3	2.1
Enterprise and workplaces	70%	1	0.7	1	0.7	3	2.1
Overall score		8	7.4	17	16.4	30	28.2

- 3.12. The exercise identified a clear gap between the “full investment” option and the “do minimum” option which was a reasonably foreseeable outcome. The difference between the “full investment” option and the “partial investment” case was also sufficiently wide to suggest that the preferred option represented the most compelling case from a benefits appraisal perspective. The “partial investment” case did however provide some insight in support of the phased delivery of the “full investment” option by demonstrating a ‘base’ level of benefit which could be supported from what essentially comprised a single master phase of development i.e. Heart of Granton. By the same token, the disparity in score with the “full investment” option makes it very clear that a single phase in isolation would lack the long-term vision and coordination to drive the optimal benefits from the project.

Economic impact assessment

- 3.13. To quantify the project data for inclusion into the cost-benefit analysis in a manner consistent with HM Treasury Green Book guidance, an economic impact assessment (EIA) of the three options was undertaken which built on the source data and applied Green Book compliant assumptions.
- 3.14. The EIA was carried out for two phases: the construction phase and the operating phase.
- 3.15. The construction phase impact of the total programme is the impact of the infrastructure spend plus the construction impacts of the build-out of land made available for residential, commercial and other development. This included a breakdown of all cost elements including enabling works, build costs for housing and commercial premises and transport improvement costs. Costs included ensuring development was net zero carbon through low carbon energy solutions. Sunk and committed costs associated with projects already underway have been excluded, as funding has already been identified for these early actions. These are Silverlea, Western Villages, Demonstrator site at plot D1 and the refurbishment of Granton Station. This is in line with the financial model produced for the financial case.
- 3.16. The costs provided were all at 2021 current prices. A maintenance cost of 1% of cumulative build cost was also applied on an annual basis. Optimism bias at 20% was applied to all construction costs to account for uncertainty and risks.

3.17. The construction costs for each of the options are outlined below:

Table 7: Construction Costs

Granton Waterfront construction costs			
Cost element	Do minimum	Partial investment	Full investment
Infrastructure and build costs	£60m	£216m	£721m
Optimism Bias	£12m	£43m	£144m
Maintenance costs	£22m	£70m	£226m
Land costs	£21m	£21m	£21m
Total costs (public and private)	£115m	£350m	£1.1bn
Net present value over 40 years	£99m	£263m	£793m
<i>Public sector costs</i>	<i>£115m</i>	<i>£151m</i>	<i>£600m</i>
<i>Value of land sales to private sector</i>	<i>£0m</i>	<i>£27m</i>	<i>£89m</i>
<i>Public sector costs minus land sales</i>	<i>£115m</i>	<i>£124m</i>	<i>£511m</i>
<i>Net present value of public sector costs</i>	<i>£99m</i>	<i>£113m</i>	<i>£380m</i>

3.18. The operating phase impact is based on four sources:

- The occupation of the commercial space and jobs arising from this.
- Additional spending in the local economy from new households moving into the area.
- Visitor spend generated by the new development. The development intends to create an attractive green space and park areas. There will also be heritage and cultural facilities highlighting the history of the area. The position of these features adjacent to the coastline and within the wider development will attract visitors. This is under the “full investment” option only.
- Council Tax revenues generated by the new households. This gross value added is calculated as the impact of services that the additional revenues will fund.

3.19. The number of projected jobs created across the construction and operating phases have been calculated and presented below.

Table 8: Number of Projected Jobs

Jobs	Do minimum			Partial investment			Full investment		
	Edinburgh	City Region	Scotland	Edinburgh	City Region	Scotland	Edinburgh	City Region	Scotland
Construction phase									
Construction jobs (PYEs)	231	240	316	800	800	600	2,700	2,800	1,900
Operating phase (FTEs)									
Occupation of commercial space	0	0	0	1,300	1,100	1,000	5,800	5,200	5,200
Additional household expenditure	386	291	206	1,300	1,100	800	4,200	3,500	2,600
Visitor expenditure	0	0	0	0	0	0	5,900	4,200	2,300
Additional Council Tax revenue	29	38	43	200	200	300	600	700	800
Total impact	646	569	565	3,600	3,200	2,700	19,200	16,400	12,800

3.20. The net present value (NPV) of the gross value added (GVA) of all the benefits over a 40-year period have been calculated and presented below.

Table 9: NPV of Benefits

Economic impact	Do minimum			Partial investment			Full investment		
	Edinburgh	City Region	Scotland	Edinburgh	City Region	Scotland	Edinburgh	City Region	Scotland
Construction phase									
Construction impact	£16m	£17m	£24m	£51m	£54m	£39m	£162m	£173m	£125m
Operating phase									
Occupation of commercial space impact	£0m	£0m	£0m	£37m	£31m	£28m	£176m	£166m	£169m
Additional household expenditure impact	£5m	£5m	£3m	£18m	£15m	£12m	£54m	£47m	£37m
Visitor expenditure impact	£0m	£0m	£0m	£0m	£0m	£0m	£67m	£50m	£28m
Additional Council Tax revenue impact	£1m	£1m	£1m	£6m	£8m	£8m	£19m	£24m	£26m
Total impact	£22m	£23m	£28m	£112m	£108m	£87m	£478m	£460m	£385m

3.21. The “full investment” case returns the greatest economic impacts in terms of the sizes of the construction and operating benefits. The total benefits of the “full investment” option are around four times the size of the “partial investment” option and over 20 times the size of the “do minimum” option.

Cost-benefit analysis

- 3.22. The results of a cost-benefit analysis carried out at the Edinburgh, Edinburgh City Region, and Scotland levels are set out in table 10 on the following page. The benefit cost ratio (BCR) for each option and geographical area was calculated by taking the NPV of the total net benefits over 40 years and dividing this by the NPV of the total costs over the same period.
- 3.23. Welfare weights can be applied to benefits when a project aims to improve a deprived area through some level of intervention. HM Treasury Green Book guidance was used to do this, with a welfare weight calculated by dividing the average income of all households (at the different area levels) by that of the North Edinburgh households and then multiplying this figure by a factor of 1.3. This factor is used to take account of the marginal utility of income i.e. that the impact of an increase to a household's income diminishes the higher that base income is. This welfare weight has been applied to the calculation of net additional discounted GVA to provide a weighted benefits figure to reflect the improvement to deprivation this regeneration programme seeks to deliver.

Table 10: Net Additional Discounted GVA

	Do minimum			Partial investment			Full investment		
	Edin	City Region	Scot	Edin	City Region	Scot	Edin	City Region	Scot
Costs									
Public sector (discounted)	£99m	£99m	£99m	£113m	£113m	£113m	£380m	£380m	£380m
Gross benefits									
Construction (PYEs)	400	400	400	1,500	1,500	1,500	5,100	5,100	5,100
Operating (FTEs)	8,000	8,000	8,000	34,200	34,200	34,200	129,000	129,000	129,000
Gross GVA (discounted)	£138m	£138m	£138m	£583m	£583m	£583m	£2.1bn	£2.1bn	£2.1bn
Net benefits									
Construction (PYEs)	231	240	316	800	800	600	2,700	2,800	1,900
Operating (FTEs)	415	329	249	2,800	2,400	2,100	16,500	13,600	10,900
Net GVA (discounted)	£22m	£23m	£28m	£112m	£108m	£87m	£478m	£460m	£385m
Net GVA (discounted and socially weighed)	£51m	£53m	£64m	£255m	£246m	£199m	£1.1bn	£1.0bn	£878m
Number of new homes	206	206	206	862	862	862	2,864	2,864	2,864
Value for money									
Public sector costs BCR	0.2	0.2	0.3	1.0	1.0	0.8	1.3	1.2	1.0
Welfare weighted public sector costs BCR	0.5	0.5	0.6	2.3	2.2	1.8	2.9	2.6	2.3

3.24. The “full investment” option delivers the strongest benefit-cost ratio: 1.3 at an Edinburgh level. When the BCR is weighted to reflect deprivation in Granton Waterfront, this rises to 2.9.

Carbon Scenario Tool

- 3.25. In addition to the impact outlined in table 9, the Carbon Scenario Tool (CST), jointly developed by the City of Edinburgh Council and the Edinburgh Centre for Carbon Innovation (ECCI) was used to model the emissions impact of delivering the programme. The regeneration of Granton Waterfront is being used as a pilot project for the CST. It is expected that the output of the CST will change to reflect ongoing development of, and evolution in the specifications of the programme.
- 3.26. During stage 3 of the programme to progress phase 1 'Heart of Granton', the project will continue to model the impact of carbon emissions through use of the CST and report back on this as part of the business case to future committees to help further inform decision making.
- 3.27. Alongside the new homes at Granton, the tool has been used to assess the impact of the new biodiverse parkland, a school, medical centre, creative and commercial space, new cycling and walking routes and enhanced sustainable transport connections within the city. In addition, there is also a key opportunity to provide heat and hot water to new and existing communities through a low carbon heating network.

Fig 1: Embodied and Operational Emissions

First Full Year of CO ₂ e savings		2025	
Embodied carbon (estimated tCO ₂ e)	301,140	Capital Cost (£)	£862.5 m
Operational carbon savings (estimated tCO ₂ e/year after project completion)	5,584	% reduction on the total City footprint	0.2 %
Areas of footprint affected by project			
Activity	Sector	Category	Size of footprint sector in baseline year (tCO ₂ e)
Travel	Household	Road	441,147
Heat & Power	Household	Domestic buildings	774,596
Heat & Power	Council	Public buildings	61,930
Heat & Power	Business	Commercial buildings	239,388

Cumulated carbon savings by 2030: 20,454 tCO₂e OR:



The annual carbon footprint of
2,450 UK residents

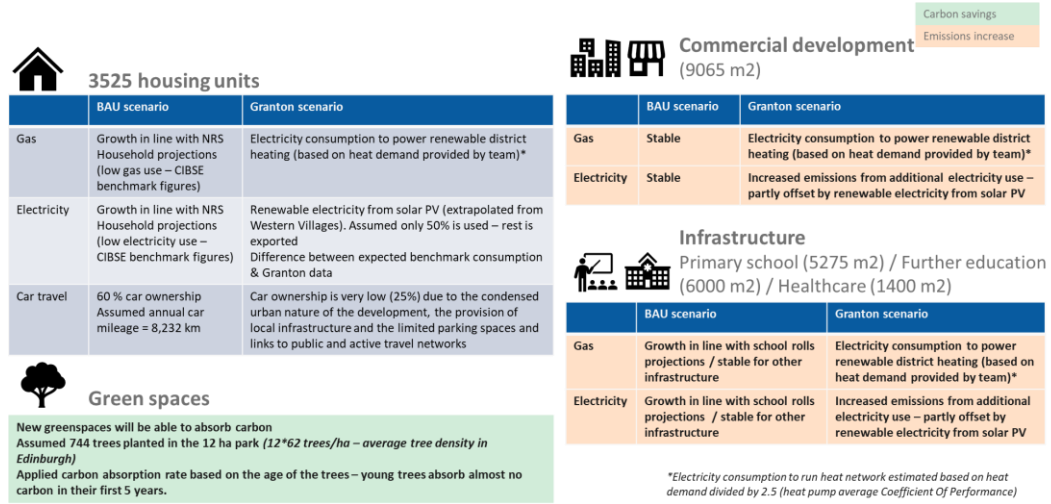


78,400 return flights Edinburgh-London

- 3.28. The CST analysis provides initial estimates for both embodied and operational emissions as shown in Fig 1 above. Embodied emissions associated with, for example, manufacture of construction materials, are not included in the city's territorial emissions footprint; in carbon accounting terms they 'belong' to the geographic area where they were manufactured. Embodied emissions are included here for transparency and, although they are not included in the city's target, the design brief requires the use of sustainable materials wherever practicable.
- 3.29. Operational emissions are associated with activities such as transport and powering homes and businesses and are evaluated against a Business As Usual (BAU) baseline. This

baseline reflects the commitment to develop the area and allows analysis to show the extent to which the current Granton Business Case delivers an improvement to operational emissions from the site. The BAU baseline can be seen in Fig 2 below:

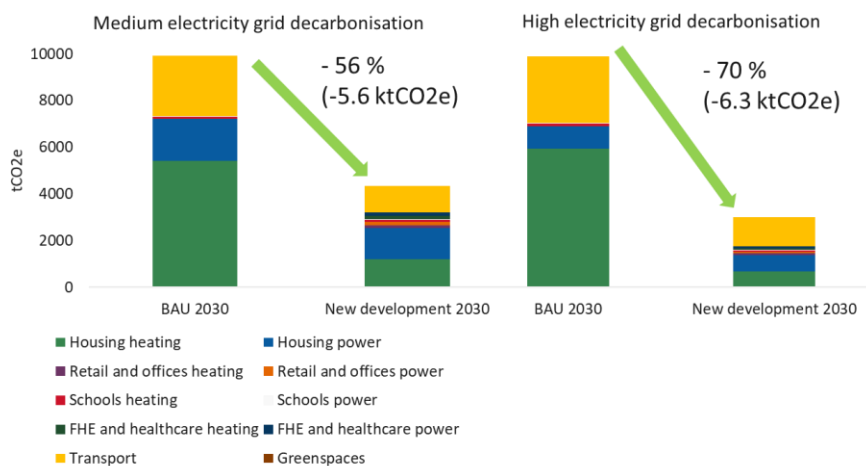
Fig 2: BAU Baseline



3.30. The initial findings of the CST highlighted a positive benefit of the approach in comparison to BAU. Evaluation was done against a number of key assumptions and scenarios. The conservative medium decarbonisation scenario of the electric grid shows a 56 % CO₂e saving in favour of the new development, compared to BAU. This could increase to 70 % in a high decarbonisation scenario, See Fig 3 below. The largest increase in savings is linked to housing heating and to transport emissions, and the projected cumulative emissions savings by 2030 are equivalent to the annual emission of 2,450 households, or 78,400 return flights from Edinburgh to London.

Fig 3: Carbon Emissions in 2030

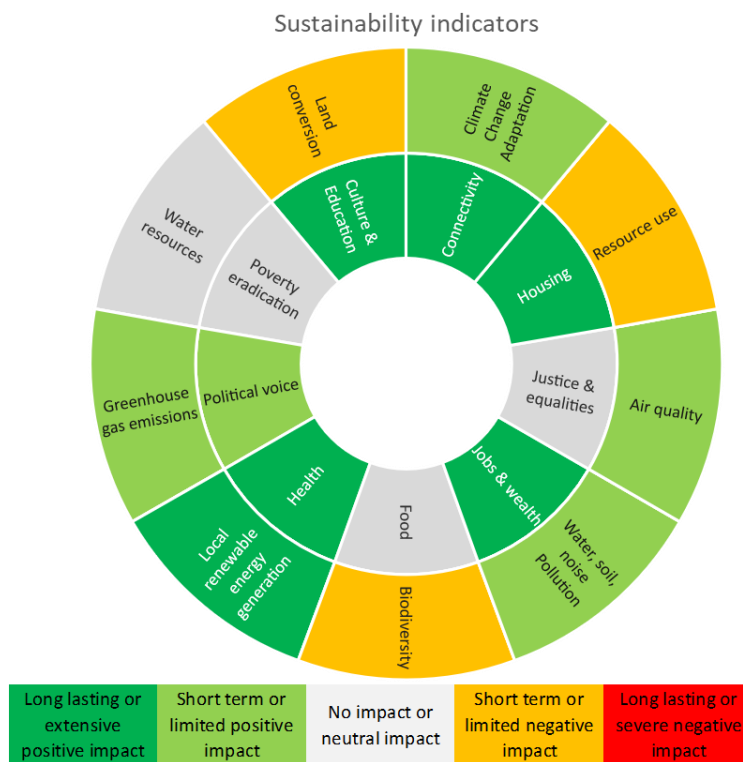
Carbon emissions in 2030



- 3.31. Granton Waterfront’s approach to emissions reduction, through exemplar design and promotion of sustainable life choices, will make a significant contribution to ensuring the city meets the needs of its growing population in a more sustainable way. As progress is made through the next phases of the programme, continual assessment of new technologies and ways of doing things will aim to push down emissions as low as possible alongside developing a suite of community based carbon capturing measures that can be used to offset residual emissions , contributing to Edinburgh’s target to become a net zero city 2030.

- 3.32. In addition to greenhouse gas emissions, the CST analysis also includes consideration of wider sustainability and co-benefits indicators, such as air quality and population health. Figure 4 below illustrates analysis adapted from the Doughnut Economics Model and the Cornwall Decision Making Wheel⁶ which seek to ensure social needs are met in a sustainable way, without overshooting environmental boundaries. The CST analysis shows that overall Granton Waterfront could secure positive social impacts in areas such as health, jobs and wealth, alongside positive environmental impacts in areas such as air quality, energy and pollution. Negative impacts identified are limited or short term and relate to factors inevitably associated with development, such as resource use and impact on biodiversity. There are opportunities to minimise these impacts by using low carbon and renewable construction materials, reused materials, working with experts to mitigate harm to local species and delivering improvements through habitat creation or enhancement. The impact on land conversion is estimated to be negligible as the programme is focussing on delivering high-density housing on brownfield land rather than greenfield.

Fig 4: Sustainability Indicators



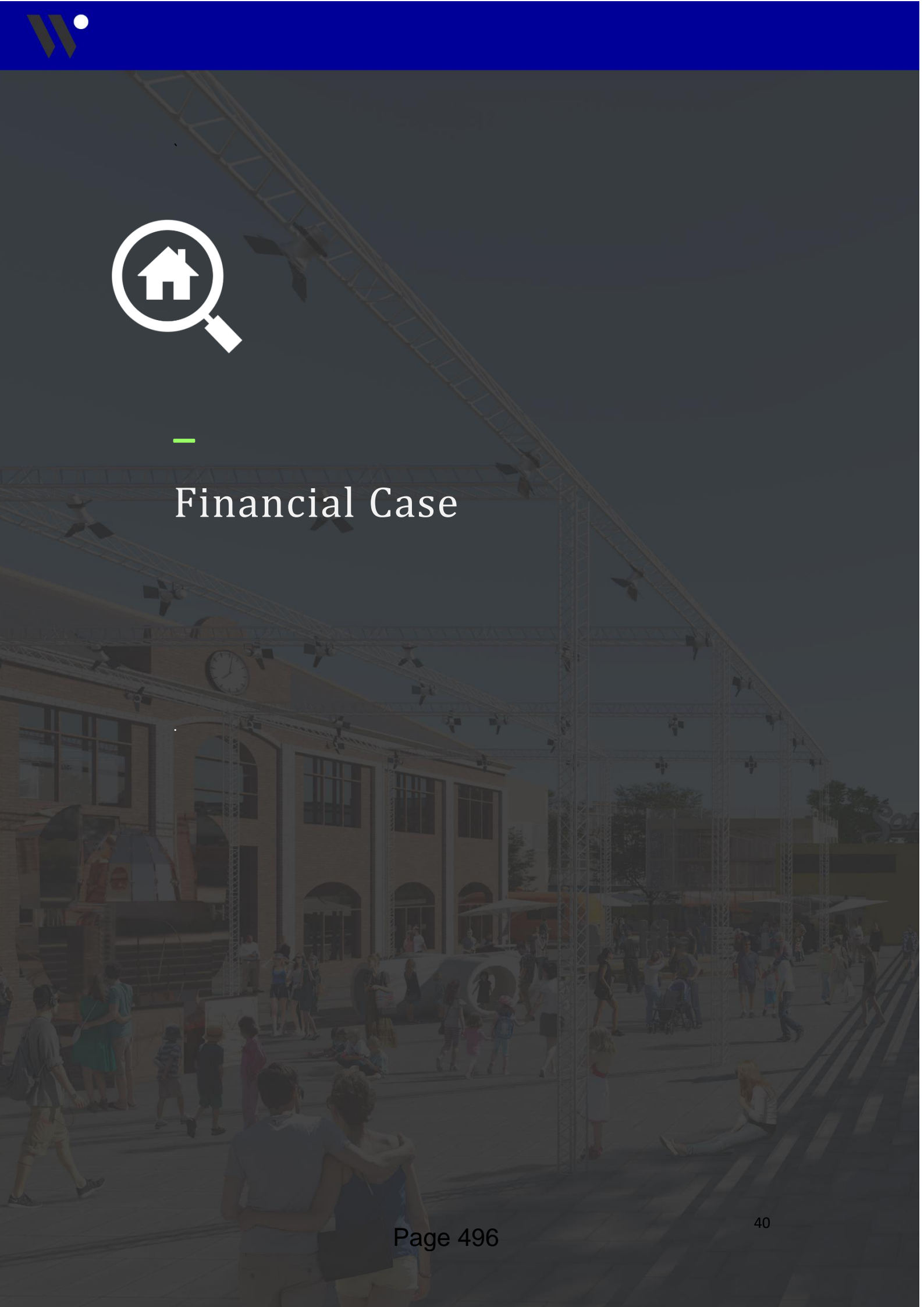
⁶ Visual framework for sustainable development, University of Oxford 2012
<https://www.local.gov.uk/case-studies/cornwall-council-doughnut-economics>

Conclusion

- 3.33. The Economic Case sets out the process that was undertaken to identify a preferred option for delivering the regeneration of Granton Waterfront, including an options appraisal and a cost-benefit analysis supported by an economic impact assessment. The “full investment” option is judged to make the greatest contribution towards delivering the benefits associated with the strategic objectives, to deliver the greatest net economic impacts, and to achieve the strongest benefit-cost ratio.
- 3.34. According to the Department for Communities and Local Government (DCLG) Appraisal Guidance, BCRs of less than 1 represent poor value for money, while those between 1 and 2 represent good value for money and those over 2 represent high value for money. In this context, the “do minimum option” represents poor value for money, even on a weighted basis, while the “full investment” option represents good value for money on an unweighted basis and high on a weighted equivalent. The “partial investment” option is good value for money on an unweighted basis and high on a weighted basis.
- 3.35. The DCLG estimates that the overall BCR associated with regeneration activity would be expected to be on average around 2.3 to 3.5. This average is based on regeneration schemes that involve large scale investment in this context, the above BCRs are relatively low. However, Granton Waterfront involves considerable upfront infrastructure investment and relatively expensive commitments on net zero buildings and affordable housing. This average is also based on regeneration schemes that involve large scale investment in office accommodation which is not proposed by the Granton Waterfront Development Framework. The full investment case will also generate significant non-monetised benefits such as reduction of carbon emissions, reduction in fuel poverty and an increase in health and well-being benefits. Therefore, in practice, the BCR will be comfortably above stated monetised levels.
- 3.36. Overall, it is considered that the “full investment” approach to the regeneration of Granton Waterfront represents best value for money for the public sector whilst best achieving the strategic objectives set out within the strategic case.



Financial Case



4. Financial Case

Chapter summary

- The financial model produced for the 2020 Programme Delivery Plan has been revised and updated to incorporate a renewed cost plan.
- This takes into account more detailed costings from early action projects, updates based on the phasing, decontamination and transport strategies and increased net zero carbon requirements.
- Existing funding sources have also been reviewed and have been updated where appropriate, including residual land value, developer contributions, grant funding and the level of borrowing that could be supported by the Housing Revenue Account (HRA) and Edinburgh Living through their net rental income streams.
- The outputs of the modelling suggest a large viability gap. The total funding shortfall in delivering phases 1-4 of regeneration is £381.2m (£306.2m net of optimism bias). The first phase of regeneration has a funding shortfall of £70.1m (£45.5m net of optimism bias).
- Sensitivity testing has been undertaken on the key assumptions showing the financial impact of changes.
- Based on the extent of the shortfall, it is difficult to fund the entire programme from the outset, but the phased approach set out in the Commercial Case breaks it into more achievable targets.
- A funding strategy has been set out which considers the potential sources of external funding to address the shortfall in the first phase - the Heart of Granton.
- Success in delivering the regeneration in line with the vision will be dependent on the Council securing a package of funding from Government and other external parties for the first phase, and a commitment towards providing funding for future phases.

Introduction

- 4.1. The Financial Case seeks to assess the affordability of the Granton Waterfront regeneration programme to the Council. The full costs and income have been modelled. This includes carrying out enabling works, developing net zero carbon Council-owned homes, commercial properties, educational facilities, public realm and greenspace together with all income related to development.

- 4.2. The financial model produced for the 2020 Programme Delivery Plan has been revised and updated to incorporate a renewed cost plan, which takes into account more detailed costings from early action projects, updates based on the phasing, decontamination and transport strategies and increased net zero carbon requirements.
- 4.3. Existing funding sources have also been reviewed and have been updated where appropriate, including residual land value, developers' contributions, grant funding and the level of borrowing that could be supported by the Housing Revenue Account (HRA) and Edinburgh Living (the council's mid-market rent and market rent vehicles) through their net rental income streams.
- 4.4. A funding strategy has been developed with a view to securing additional resources in order to take forward the project on a phased basis.

Project Costs

Cost Plan

- 4.5. Project costs have been derived from a detailed cost plan produced by consultants Arcadis, which estimates the total cost of development (including private sector development and early action projects) to be £831.9m in today's prices. This estimate is based on the following assumptions:
 - Housing construction costs have been benchmarked against a range of both Council and private sector developments of a similar nature.
 - The costs assume that the Council will deliver 35% of homes; RSL 15% and the remaining 50% will be private sector led. A minimum of 35% of the homes will be affordable and delivered through Council and RSL partners.
 - Contingency has been included to allow for the level of design information available.
 - Net zero carbon costs are based on the solution being developed for Western Villages.
 - Costs for commercial buildings, park buildings and the health centre have been based on benchmarking information.
 - Costs for the primary school are based on Scottish Futures Trust metrics.
 - Costs for infrastructure are based on Western Villages where this is appropriate, and otherwise based on benchmarking.
 - Heritage and cultural works, such as the Gas Holder and Granton Station, are based on separate consultants' reports along with existing contract prices.
 - The Cost Plan for the Silverlea project is separate and includes a further £30.6m of cost.
 - The key cost metrics are set out in the following table (all in 2020/21 prices):

Table 11: Key cost metrics for cost plan

Element	Metric	Total Cost
Private homes including sales, marketing, legal and finance charges but excluding net zero carbon	£145,730 per unit	£253.3m
Council led / Edinburgh Living Homes excluding net zero carbon	£140,675 per unit	£160.9m
Registered social landlord homes excluding net zero carbon	£140,675 per unit	£71.0m
Silverlea	Based on separate cost plan	£30.6m
Net zero carbon	£18,558 per unit	£62.9m
Commercial buildings	£1,100 / sqm	£10.0m
Education buildings	£3,872 / sqm	£20.4m
Health buildings	£4,300 / sqm	£6.0m
Parks and greenspace		£14.1m
Heritage regeneration		£18.3m
Enabling and Infrastructure		£215.0m
Total		£862.5m

Contingency

- 4.6. In order to allow for financial risks, a £47m contingency has been allowed for in the cost plan, based on an initial assessment of risk. The allowance is as set out below:

Table 12: Contingency allowances within Cost Plan

Element	Contingency	Description
Buildings	£33m	5% client and 5% contractor contingency for Council and RSL housing
Enabling works	£13m	3% on remediation as Site Investigation has been undertaken, 10% for all other areas due to design being at high level
Green space	£1m	10% due to design being at high level
Heritage and culture	£0m	Deemed to be included within budget allowances
Total	£47m	

4.7. However, given the early stage of design and the extended timescale of the project, it is unlikely that this level will be sufficient to cover the level of potential risk.

Financial model

4.8. In order to establish the overall cost to the Council of taking forward the programme, costs attributable to private and registered social landlord housing and health buildings are excluded from cost projections as these will be met by third parties. Sunk and committed costs associated with projects already underway have also been removed, as funding has already been identified for these early actions. These are Silverlea, Western Villages, Demonstrator and the refurbishment of Granton Station. This reduces the underlying cost plan requirement to £367.2m.

4.9. The revised cost plan figures are then adjusted for professional fees, inflation, optimism bias and items not included in the Cost Plan as set out below:

Professional fees

4.10. The financial model adjusts the costs to allow for professional fees as follows:

- Professional fees and client costs associated with a master developer are factored into the appraisal using a 17.5% uplift, excluding those associated with compulsory purchase orders (CPOs) and decontamination. This has been benchmarked against other relevant programmes in the UK.
- Professional fees and client costs associated with the CPOs and decontamination are factored into the appraisal using a 5% uplift in line with other Council projects. The reduced rate for these categories of expenditure reflect the fact that less work will be required to manage these processes.

Inflation

- 4.11. Costs are profiled according to the phased programme set out in the Commercial Case and then uplifted for inflation based on a construction inflation forecast of 4% per annum.

Optimism Bias

- 4.12. Academic research has shown that the final cost of major projects is often underestimated due to unrealistic budgets influenced by project team optimism. This phenomenon is known as optimism bias. To counteract this, the project has considered UK Government guidance.
- 4.13. HM Treasury Green Book guidance sets out a number of categories of project and the upper and lower levels of optimism bias which should be provided for each of these. Three of these categories are considered relevant to Granton Waterfront:

Table 131: HM Treasury Green Book project categories relevant to Granton Waterfront and optimism bias

Type	Upper bound	Lower bound
Standard buildings	24%	2%
Non-standard buildings	51%	4%
Standard civil engineering	44%	3%

- 4.14. The Green Book also sets out how the level of optimism bias should be reduced in proportion to risk avoidance or risk mitigation measures observed. Following a detailed internal review of risk mitigation measures, optimism bias has been calculated for each category.

Table 14: Reduced optimism bias levels assessed against risk avoidance and mitigation observed for each Granton Waterfront phase

Type	Upper bound	Lower bound	Evidence-based adjusted level
Standard buildings (housing)	24%	2%	8%
Standard Buildings (other)	24%	2%	24%
Non-standard buildings	51%	4%	27%
Standard civil engineering	44%	3%	19%

- 4.15. It is recognised that an allowance for contingency is included in the cost plan but, to remain prudent, an allowance to include both contingency and optimism bias has been favoured in the assessment of risk.

Items not included in the Cost Plan

4.16. Two further items were not included in the Cost Plan:

- Acquisition of land and/or buildings on the site which are within the development area but not in Council control, currently assumed to be through compulsory purchase order. These have been included in the financial model based on an assessment of cost from a District Valuer report.
- A small number of heritage regeneration projects that are not related to specific plots have not been included in the cost plan. They have been included directly in the financial model based on assessment of costs as a result of structural and condition survey reports.

Results

4.17. The results of the updated cost estimate are summarised in the table below:

Table 15: Updated cost estimates to factor in professional fees, inflation and optimism bias

Phase	Cost plan	Inflation	Professional fees	Land/building acquisition	Additional heritage regeneration	Total excluding optimism bias
Heart of Granton	£118.5m	£27.2m	£19.2m	£4.5m	£3.5m	£172.9m
Harbour Road	£104.0m	£40.1m	£23.5m	£13.1m	£1.5m	£182.2m
West Shore	£67.9m	£27.9m	£9.8m	£3.5m	£1m	£110.1m
Upper Granton	£76.8m	£51.4m	£20.7m	£0m	£0m	148.9m
Overall Project	£367.2m	£146.6m	£73.2m	£21.1m	£6.0m	£614.1m

Table 16: Updated cost estimates to factor in optimism bias

Phase	Total excluding optimism bias	Optimism bias	Total including optimism bias
Heart of Granton	£172.9m	£24.6m	£197.5m
Harbour Road	£182.2m	£19.0m	£201.2m
West Shore	£110.1m	£17.1m	£127.2m
Upper Granton	£148.9m	£14.3m	£163.2m
	£614.1m	£75.0m	£689.1m

Funding

4.18. In assessing the funding currently available for the project, existing Council budgets have been assessed together with income that may be generated by the development itself. The main sources of funding are:

- **Capital expenditure supported by HRA/Edinburgh Living business plans** – The Council intends to deliver its new affordable homes through a combination of borrowing against rental income streams and government grant. The value included in the model is consistent with Council approved business plans and reflects the proposed house types and tenures set out in the cost plan.
- **Land receipts** - Plots of land that will be developed privately (but in line with the Development Framework) will be transferred to private developers and registered social landlords, in return for a capital receipt. This calculation takes into account the anticipated sale value (inclusive of place premium where appropriate), the expected level of developer’s profit margin, and the costs to develop each plot, as set out in the cost plan. In addition, sales price inflation of 2% per annum has been applied.
- **Section 75 developer contributions** – Contributions are based on assumptions set out in the Council’s Local Development Plan Action Programme.
- **Council Capital Investment Programme** – funding has been approved in the 10-year sustainable capital budget strategy for Granton Primary School. It is assumed that any current gap funding on this will be considered as part of the Council’s longer term capital planning.
- **NHS Lothian** – It is assumed that the costs of the health centre will be met by NHS Lothian

4.19. Funding can be broken down is as follows:

Table 17: Available funding

Capital supported by HRA and Edinburgh Living	£155.2m
Capital receipts for land sales	£106.1m
Council Capital Investment Programme	£28.2m
Developer contributions	£9.4m
NHS Lothian	£9.0m
Total	£307.9m

Revenue costs and income

- 4.20. As well as the capital costs and funding identified above, the financial model identifies a one-off revenue cost of £11m for compensation associated with breaking long-term ground leases, and a future revenue stream of approximately £0.5m per annum plus inflation for rental of commercial units.

Modelling results

Affordability and funding

- 4.21. The net position is as follows:

Table 18: Resulting net positions for each Granton Waterfront phase

	Cost	Funding	Net position
Heart of Granton	£197.5m	£127.4m	£70.1m
Harbour Road	£201.2m	£59.8m	£141.4m
West Shore	£127.2m	£46.8m	£80.4m
Upper Granton	£163.2m	£73.9m	£89.3m
Total	£689.1m	£307.9m	£381.2m

Table 19: Resulting net positions for each Granton Waterfront phase excluding optimism bias

	Cost excluding optimism bias	Funding	Net position excluding optimism bias
Heart of Granton	£172.9m	£127.4m	£45.5m
Harbour Road	£182.2m	£59.8m	£122.4m
West Shore	£110.1m	£46.8m	£63.3m
Upper Granton	£148.9m	£73.9m	£75.0m
Total	£614.1m	£307.9m	£306.2m

Opportunity cost

- 4.22. In making a decision on any major capital investment, it is good practice to consider the opportunity costs, i.e. the amount that could be available to spend on other projects if the capital investment were not made.
- 4.23. Should the Council decide to take forward some or all of this project from its own budgets, funding would need to be diverted from other Council priorities. However, given the size of the funding gap, this, without any external funding, is not a realistic option.

Risks and sensitivity

Risks and opportunities

- 4.24. The plan also assumes investment of government grant to provide affordable housing which could in theory be invested elsewhere. However, there are insufficient sites within the city for housing investment of the scale required to achieve the Council's 20,000 affordable homes target.
- 4.25. The detailed Granton Waterfront financial model is based on multiple assumptions. There are risks in relying on any financial model, particularly one covering such a long period of time and with multimillion-pound costs and income streams.
- 4.26. There is a risk that logical errors in the modelling result in misleading projections. A peer review of the model has been carried out by a finance officer who was not involved in the initial build. In addition, the model has been internally reviewed using a commercially available model auditing package, to ensure its logical integrity. The model is also maintained in accordance with the Financial Modelling Framework as signed off by the Council's internal auditors.
- 4.27. There is also a risk that key assumptions regarding costs and income prove to be inaccurate. Some assumptions which could significantly change the financial impact of the project include:
- Level of development costs as given in the cost plan;
 - Level of capital supported by the HRA and Edinburgh Living;
 - Assumed sales values for private and registered social landlord housing;
 - Level of contingency; and
 - Future legislative change which has not been anticipated.

- 4.28. In response to this, sensitivity analysis has been carried out, against the base case, to determine the financial impacts to the Council should costs and income change for the worse

Sensitivity analysis

- 4.29. To improve confidence in modelling outputs, the following sensitivities have been tested:

- Optimism bias manifests at the upper bound;
- The HRA and Edinburgh Living can support 10% less capital (e.g. through reductions in grants available);
- Private sector build costs are 10% higher than anticipated;
- Place Premium does not materialise; and
- The cumulative effect of all of the above manifesting.

- 4.30. Contrary to this, there are a number of possible “up-side” sensitivities that could occur:

- Optimism bias manifests at the lower bound;
- Improvements to housing market increase the sales value of private and RSL homes by 10%, increasing the size of the capital receipt;
- Increased level of grant or reduced interest rates allow a larger contribution from the HRA and Edinburgh Living; and
- The cumulative effect of all of the above manifesting.

- 4.31. The analysis below shows that if cost estimates prove to be overly optimistic or there are changes in the market that are detrimental to house sale prices, then the size of the funding gap will increase. The occurrence of the up-side sensitivities would decrease the size of the gap; however, a large shortfall would remain.

4.32. The outputs from the sensitivity analysis are:

Table 20: Outputs from sensitivity analysis

Scenario	Net position
Base case	£381.2m
Optimism bias at upper bound	£477.7m
HRA / Edinburgh Living support less capital	£396.6m
Place premium does not materialise	£428.4m
Higher build costs	£417.8m
Combined downside	£577.3m
Optimism bias at lower bound	£325.7m
HRA/Edinburgh living support more borrowing	£365.5m
Increased sales values for private homes	£333.7m
Combined upside	£262.8m

Funding strategy

- 4.33. There are four key phases of delivery that will bring about the realisation of the vision for Granton Waterfront. Each phase has been developed to maximise the benefits from investment and create a sense of place from day one. Paramount to this is the infrastructure first approach which will allow homes, commercial space and key services to be built at pace and scale. While ad hoc funding for individual sites can be pursued, success in delivering the regeneration in line with the vision will be dependent on the Council securing a package of funding from Government and other external parties for Phase 1 (Heart of Granton), and a commitment towards providing funding for future phases.
- 4.34. Table 18 in paragraph 4.21 of this chapter provides an overview of the affordability and funding of phase 1. With an overall cost of £197.5m to deliver phase 1 and funding identified in the region of £127.4m from the Council’s Housing Revenue Account,

Edinburgh Living and grant subsidy from the Affordable Housing Supply Programme (AHSP) for delivery of homes, there is currently a funding shortfall of around £70.1m.

- 4.35. The table below breaks down the capital cost into five key areas of investment and matches them to potential sources of additional funding. As part of the pre-development phase, bids will be made to government and external parties matching the programme’s requirements with the criteria set out for each opportunity.

Table 21: Potential sources of additional funding

Area of Investment	Description	Capital cost	Funding Opportunity
Housing (Council and Edinburgh Living)	66 homes for social rent 53 homes for mid-market rent 84 homes for market rent Including Commercial	£48.6m	Additional Affordable Housing Supply Programme grant funding; additional grant for mid-market rent; debt sculpting to increase financial viability; City Region Deal Housing Infrastructure Fund
Net zero carbon	Low carbon heat technologies	£5.9m	Low Carbon Infrastructure Transition Programme, green recovery; Green Growth Accelerator; Scottish National Investment Bank; Shared Prosperity Fund
Gas Holder restoration and other heritage assets	Restoration of structural frame, demolition of the bell and decontamination of the plot, landscaping	£26.6m	Levelling Up Fund Bid; Historic Environment Scotland; National Lottery Heritage Fund; Shared Prosperity Fund
Place-making and transport	Public realm Cycle and footways Junction improvements Mobility hub	£52.0m	Place Based Investment Programme; Regeneration Capital Grant Fund; Places for Everyone; Sustrans; Shared Prosperity Fund
Enabling and remediation	Land remediation	£21.2m	Vacant and Derelict land Investment Programme

- 4.36. Table 21 above excludes Health Centre (£10.9m) and school (£32.3m) as funding is indicatively earmarked for these through NHS Lothian and the Council's capital programme respectively.
- 4.37. Securing the required funding from various sources will allow the Council and its development partner(s) to enable phase 1 to be delivered within the timescales specified and allow for pace and scale as set out within the master programme in table 25 at section 6.14 of the management case. Throughout the pre-development period, the programme team will continue to monitor the funding gap on phase 1 of regeneration. Through working with the development partner and securing funding as necessary, a viable and deliverable phase 1 of regeneration can be achieved.

Conclusions

- 4.38. Detailed analysis of costs and funding reveal a significant funding gap for the Granton Waterfront programme of £381.2m. This is a prudent estimate, incorporating optimism bias. Sensitivity testing has shown that improved market conditions could reduce the gap. However, there is also a risk that the gap could increase if market conditions deteriorate or other risks materialise. Based on the extent of the shortfall, it is difficult to fund the entire programme from the outset, but the phased approach set out in the Commercial Case breaks it into more achievable targets.
- 4.39. The funding strategy sets out potential sources of external funding to address the shortfall in the first phase - the Heart of Granton. Should the Council be successful in securing the £70.1m required to close the funding gap, phase 1 could proceed and further detailed work could commence to obtain funding for the remaining three phases.

Commercial Case

5. Commercial Case

Chapter summary

- The Granton Waterfront regeneration programme has a highly complex delivery profile based on remediation and vast enabling infrastructure required.
- The delivery strategy has been informed by the key programme requirements along with an assessment of the main barriers to achieving these.
- A revised phasing strategy is proposed based on delivering plots with lower infrastructure and remediation costs earlier on with the anticipated benefits of a 'place premium' being used to offset higher abnormal costs in later phases.
- Delivery models have been considered and it is concluded that a combination of partnering with the private sector and entering into contracts for specialist work will best help achieve the programme requirements at this current point in time.
- As a significant funding shortfall exists, there is not considered to be a viable market option that would allow for delivery of the overall programme from the outset.
- The Council will retain the "master developer" role moving forward and apply a phased approach to development delivery that maximises opportunities and benefits, optimises market interest and manages risks.
- A delivery strategy for phase 1 has been identified which seeks to appoint a development partner whilst in parallel progressing development of the district heating network business case stages.
- A pre-development period may be utilised following the appointment of a development partner. This stage can be useful in adding value, ensuring co-ordination and managing risk.
- The procurement strategy for appointment of a development partner will be developed based on lessons learnt from these recent exercises on Fountainbridge and Meadowbank.

Preparing an approach to delivery

- 5.1. The purpose of the Commercial Case is to identify the best structure in terms of delivering the project, achieving the desired outcomes, ensuring value for money, appropriately assigning risks, and identifying a viable procurement route.
- 5.2. The Granton Waterfront regeneration programme is highly complex in its delivery profile. It is a large development opportunity with a variety of constraints and generally modest

end use values. The significant level of remediation required, and the vast enabling infrastructure needed to create developable plots, mean the opportunity is not currently attractive to a private developer on a strictly commercial basis. Managing the timing and interdependencies between different work packages also adds an additional layer of complexity and risk.

- 5.3. In developing the Commercial Case, key considerations have been identified to inform the commercial strategy. The programme requirements as identified by the Development Framework are set out further in this chapter along with the issues standing in the way of progress, as well as potential approaches to address these.
- 5.4. Through this analysis, a delivery strategy for the overall programme has been formulated along with a consideration of how phase 1 can be procured whilst effectively managing risk, achieving desired outcomes and ensuring value for money.

Key considerations

- 5.5. The barriers that currently deter private developers need to be fully understood and explored so that alternative approaches can be identified that could support market engagement and ultimately investment in the area. Key programme requirements along with barriers and opportunities informing the Commercial Case have been identified and are set out below. Soft market testing under strict engagement criteria has also been used to obtain feedback from a range of sources including registered social landlords, volume housebuilders, place/regeneration specialist developers, and institutional investors to further inform the approach.

Programme requirements

- 5.6. A vital component of the delivery approach is to understand the key parameters around how any commercial deal can be structured. “Must haves” that are considered vital to the programme’s success are set out below, providing parameters with which to assess the approach to delivery and consider further how best these outcomes could be secured.

Table 22: Approach to Delivery ‘Must Haves’

Requirement	Summary comments
Energy and sustainability	Energy and sustainability are fundamental and must run through every aspect of the project. Planning authority controls built into the delivery model may be required to ensure these requirements are passed onto third parties.
Profit and costs	The success of the project will be demonstrated through a holistic benefits case. Commercial metrics remain important and it will be incumbent on the project to recover its initial costs, albeit long-term profit generation is not a key priority for the delivery model.
Affordable housing and equitable society	Affordable Housing provision is an important requirement of the regeneration with an assumption that at least 35% of homes delivered will be of this tenure. The creation of jobs and apprenticeships within the local area will contribute to the sustainability of the community and is therefore a key theme to be considered in the delivery approach.
Control and flexibility	<p>There is a need to future-proof the vehicle(s) used for developing the project (for example, a joint venture (JV)). It must be agile and be able to adapt to the challenges of the future and the unknown issues that may arise.</p> <p>Control is important to the Council and in certain phases it would not want to lose control; however, there are instances where having a private sector-led JV can open the door to funding and financing opportunities unavailable to a public sector-led JV.</p> <p>Different stages of the project will require different levels of retained control by the Council. In some phases, it might be appropriate to have the private sector lead with reduced levels of control by the Council accepted.</p> <p>It is impossible to capture everything in a contract so there is the need to choose the right partner(s) for the long term - this can be done through engaging the market early and the procurement process.</p>
Phased approach	There is a need to package up different sections and adopt a phased approach. The phasing needs to be programmed in order to create place making from the outset and regenerate distinct areas in one go rather than pepper potting development throughout the Development Framework area.
Political buy-In	Ensuring the programme aligns with Scottish Government and UK Government policies will ensure objectives are synchronised and help secure funding required to proceed.
Risk	The allocation of risk is applied in a way which reflects the party best placed to manage that risk. Consideration must be given in the delivery strategy to those required capabilities both financially and technically when allocating risk.

Barriers and mitigations

5.7. The key challenge for the project is addressing market failure that has restricted progress to date. From a delivery perspective, it is vital to recognise the need for the skills and expertise of the private sector to help enable and deliver the desired outcomes. For the project to be successful it needs to be attractive to the market and capable of securing investment. This therefore needs to be a fundamental requirement of any delivery strategy. To frame a clearer understanding of the viability challenges, the key components of the project have been broken down with options identified to remove the barriers that exist within these and which currently precludes the market participation that is required. The table below sets out the barriers and the preferred approaches to addressing each.

Table 23: Barriers to Viability

Commercial component	Barrier to viability	Preferred delivery option	Feasibility
Net zero carbon	High associated costs with different options. Market not yet paying premium to reflect additional environmental benefits.	Centralised low carbon district heating	Several emerging business models being applied elsewhere through the use of energy service companies (ESCOs). Government funding available to make this more viable.
Affordable housing	Income streams from affordable rents do not always offer sufficient capitalised value to cover costs of delivery without grant funding.	Traditional delivery route through Council's house building and that of registered social landlords (RSL) partners. Unlikely to support land value uplift but this could emerge at later phases with possible institutional partner investment.	Traditional model well understood and clear evidence of delivery. Institutional appetite for long dated income streams becoming more evident in the market.
Infrastructure first approach	High levels of upfront cost required prior to realisation of market value and place premium.	Master developer approach to coordinated enabling works and long-term alignment to deliver place premium.	Need to secure the optimal contractual model with partner, define clear long-term business plan, phasing strategy which optimises delivery, clear commitments around what is expected of each party.

Commercial component	Barrier to viability	Preferred delivery option	Feasibility
Contaminated land	Extent of potential remediation required and associated costs, risks and liabilities clearly unattractive to the market.	Detailed remediation strategy applied to inform approach. Preferable position to appoint specialist contractor jointly with a development partner with the full understanding of requirements, risk transfer and warranties.	As a legacy of previous land use and within the Council ownership, it is likely that public funds would be required to fund the removal. This should be based on a phased approach which manages public cashflow and allows for any outperformance of the scheme financials to offset future costs.

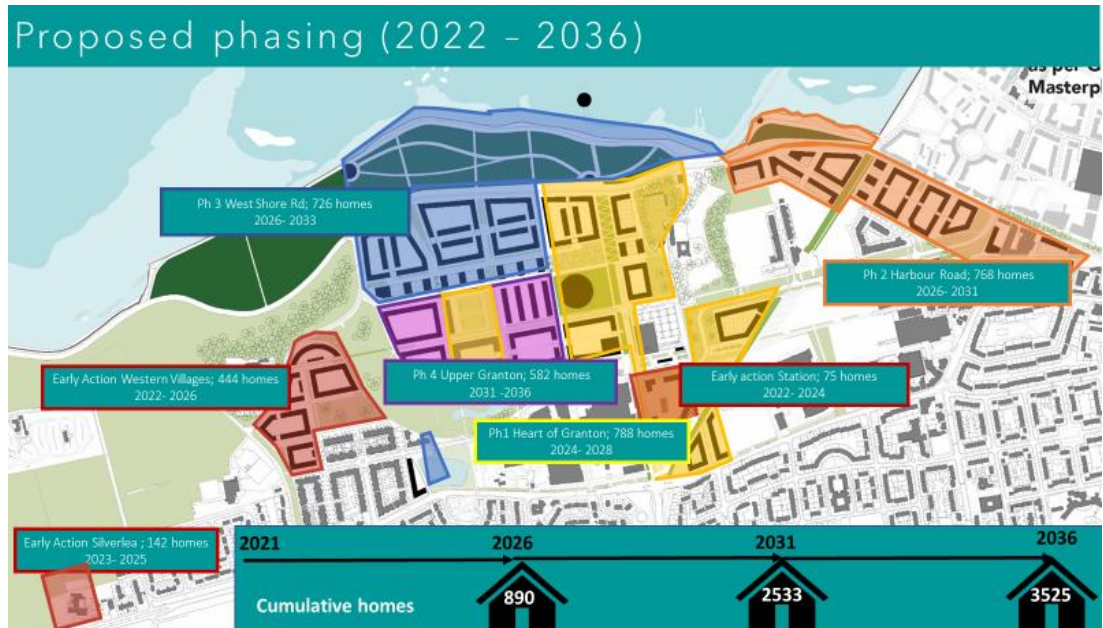
Overarching delivery strategy

5.8. Informed by the key considerations above, this section sets out the delivery strategy for the Granton Waterfront regeneration programme. The approach taken is to break down and reposition the opportunity in a way that is more likely to generate a market response and create competitive tension, while also balancing the risk to the public sector in line with value for money considerations, and ultimately that will deliver the project objectives and realise the project benefits. Project phasing and preferred delivery models designed to achieve this are set out in more detail below.

Phasing principles

- 5.9. A detailed review of initial phasing strategy proposals has been undertaken and considered against the growing body of technical information. This review identified some key opportunities to enhance the approach to delivery as follows:
- The approach to remediating contaminated hotspots could be revised to reflect the remediation strategy which now anticipate a much lower offsite removal of material.
 - The focus on early benefit realisation identified a strong opportunity to build on the established uses located within the centre of the Development Framework area and enable a critical mass of mixed-use activity supported through key elements such as the refurbishment of Granton Station and opportunities to capture strong socioeconomic benefits.
 - A stronger response from the market could be generated from a phasing approach which presented early opportunities to invest with confidence based on an analysis of the relative viability prospects across different plots. This analysis identified significant variation in the level of infrastructure and remediation costs by plot. A phasing principle was therefore adopted to position plots with proportionately lower infrastructure and remediation costs to earlier phases with the anticipated benefits of a ‘place premium’ arising in the longer-term used to offset some of the additional abnormal costs in the later phases.

Proposed phasing



5.10. The proposed phasing plan for the Granton Waterfront regeneration is shown above. This divides the developable plots into early action projects (red); phase one (yellow); phase two (orange); phase three (blue); and phase four (purple). The plan shows the housing trajectory numbers indicate potential to deliver over 3,500 new homes by 2036.

These phases are described below.

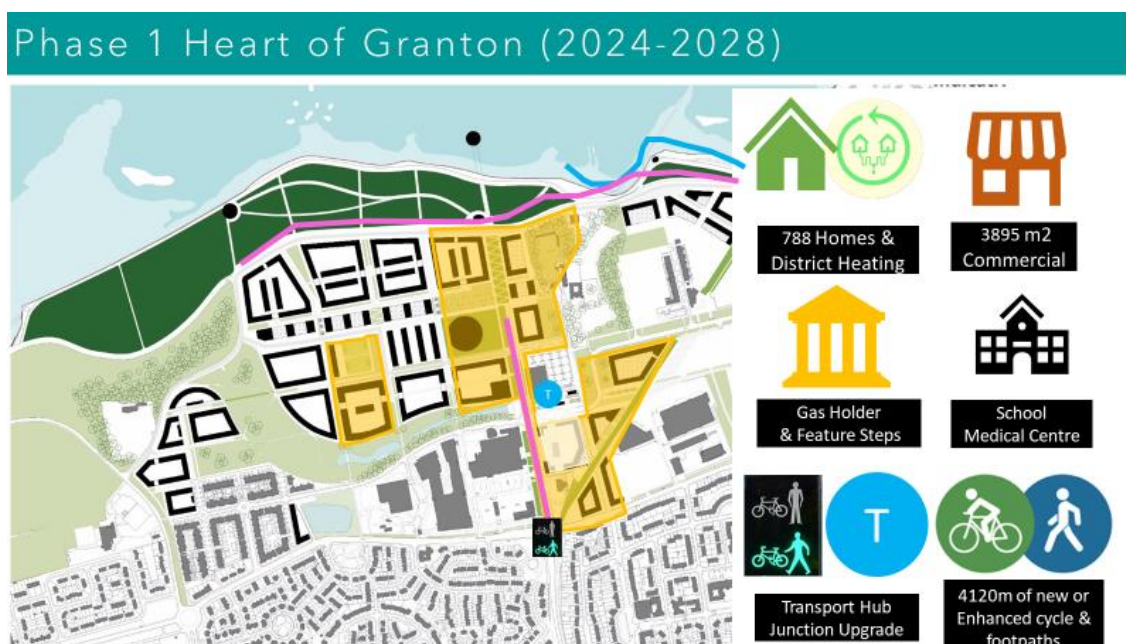
Early action projects



5.11. A number of early action projects are currently underway and will be delivered between 2021 and 2026. These projects are:

- Homes being constructed at Western Villages, Demonstrator site at plot D1 and Silverlea. This will create around 661 net zero carbon homes of mixed tenure – social, mid market rent, market rent and homes for sale;
- The refurbishment of Granton Station and the surrounding public realm for use as a creative hub;
- The illumination of the gasholder for up to two years as a partnership project between The City of Edinburgh Council and Edinburgh College; and
- The acquisition of the ground lease at 20 West Shore Road with lease for creative hub use.

Phase one – Heart of Granton

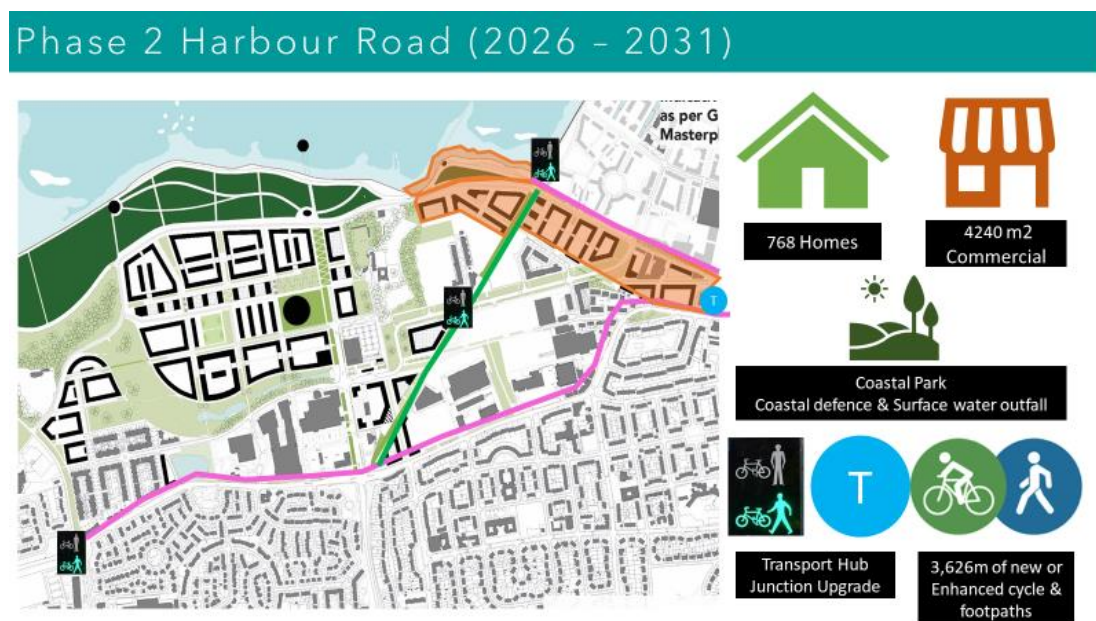


- 5.12. The central area of the Development Framework as identified mainly by the ‘Waterfront Broadway’ character area was agreed to be a natural ‘heart’ of the area. The established presence of key occupiers such as the Scottish Gas headquarters and the Morrison’s supermarket and the geographical location of these plots as both a gateway to the area and a connection to the coastline supported this as the starting point to delivery. A working title of ‘Heart of Granton’ has been given to this new first phase of the Development Framework.
- 5.13. This phase also includes key public realm interventions to the east of Waterfront Broadway and complements projects being brought forward by strategic partners.
- 5.14. Heart of Granton also provides an early opportunity to lead on placemaking intent through the delivery of a key assets such as a primary school, healthcare facility and restored Gas Holder.
- 5.15. Establishing a change in travel choices away from private car usage towards more sustainable modes of transport will be required from the outset of the delivery phase. A

new transport hub and active travel network will help engender that philosophy as part of the Inclusive mobility plan.

- 5.16. This phase benefits from an existing highway infrastructure and a relatively low risk of remediation as compared to other parts of the Development Framework, although the Gas Holder falls into phase one and unquestionably carries a significant cost (to be further explored through later design stages).

Phase two – Harbour Road



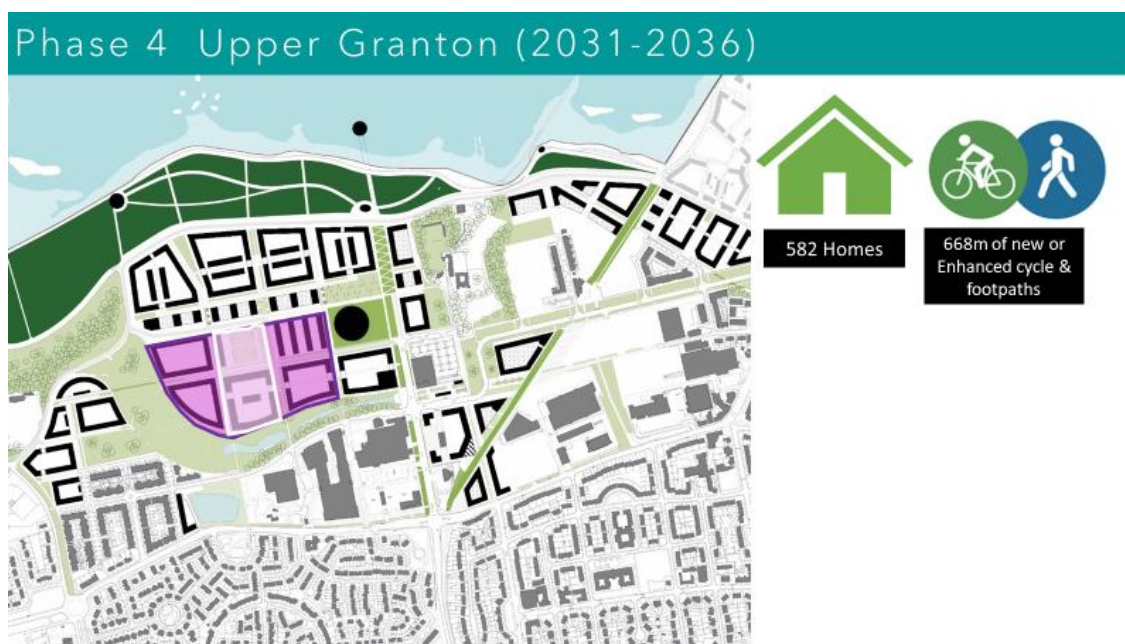
- 5.17. A sequential strategy building upon phase one was to form an ‘arrow type’ penetration to the coast. This entailed the first phase driving the linear route to the coast and then spreading out both east and west to activate as early as can be the coastal placemaking dimension. An application of the phasing principles determined that phase two should be the Harbour Road character area.
- 5.18. In terms of constraints, Harbour Road presents a less challenging set of remediation requirements compared to West Shore where extensive soil and groundwater remediation are required.
- 5.19. In terms of benefit realisation, the connection between Heart of Granton and Harbour Road through active travel and public realm linkage supports a strong place making dimension. This is supported by the green space and coastal enhancements delivered under this phase.
- 5.20. The constraint to this phase is principally the remediation requirements coupled with offsite transport contributions and the cost of sea wall defences.

Phase three – West Shore



- 5.21. To maintain and enhance further the coastal theme, West Shore is the natural next phase of development. It does however polarise in terms of opportunity and constraint. The site levels and positioning present opportunities to develop high quality homes with excellent sea views and the Coastal Park access which will be a major benefit to Granton Waterfront and the wider area. The extent of contamination, however, presents a major barrier to its delivery, much of which is related to the Coastal Park and therefore holds significant public value but little in terms of private value to incentivise speculators to invest in this.
- 5.22. At this stage in the projected timeline, it is anticipated that the extent of development taken place in phase one and two will give rise to a place premium' which will drive a more positive and investable proposition to the extent that the housing requirement can be delivered with a reduced deficit or even viable in traditional market terms.
- 5.23. The Coastal Park will have a clear demand profile from a growing population who will be seeking the benefits that this intervention can bring.

Phase four – Upper Granton



- 5.24. The Upper Granton phase will deliver the final phase of the Development Framework and will represent a matured coastal neighbourhood underpinned by net zero carbon living and fully embraced sustainable transport modes.
- 5.25. This phase will require similar interventions around remediation however some of the key enabling infrastructure identified within the phase will be carried by earlier phases such as the restored gas holder and the spine road requirements to connect from Waterfront Broadway to Marine Drive now in phase three to unlock the West Shore.

Delivery model options

- 5.26. The regeneration programme presents a complex undertaking of different elements of enabling and infrastructure works together with a range of uses from housing, commercial space, primary school, healthcare facility, coastal park and a potential district heating network. Overarching those different elements is a requirement to meet the strategic objectives for the project.
- 5.27. A deeper examination was undertaken as to the most suitable delivery model(s) which could best support meeting the requirements identified for the programme whilst retaining those elements identified around the optimal balance of control versus flexibility, with a focus on sustainability, affordable housing, and societal improvement. The range of different delivery models explored are summarised below:

Option one: Joint venture (JV) arrangement with private sector partner(s)

Advantages: This model is well known and understood in the market and can be attractive to the private sector.

A separate legal entity can contract in its own name and is therefore ringfenced from the Council.

This model allows multiple interested parties to participate in the JV e.g. developer, housebuilder, heat network provider.

Disadvantages: Land is likely to be transferred to the JV as part of the Council's contribution, meaning the Council loses control of its land other than through its JV interest. This can lead to challenges if the JV becomes insolvent.

There are high level costs associated with establishing and maintaining a separate entity.

Directors of the company must act in the best interests of the company. This may not be the same as the best interests of the Council.

A single procurement to appoint JV partners may not secure the best in class for all elements (e.g. strong developer but weak heat network partner).

Perspective: There is concern around a possible lack of control over the delivery of the place vision and the pace of delivery required to deliver step change across the framework area which may not always align to the commercial interests of a development partner. There are potential complexities identified around unwinding a JV entity if the JV does not perform. A multi-party procurement exercise may not be the most advantageous route to procuring best-in-class partners across the range of specialist areas required.

Option two: A series of contracts; one for each specialism

Advantages: This allows specialists to be appointed to each individual aspect of a project, securing best-in-class providers.

The Council retains control and ownership of the land.

The Council retains control of contracting arrangements. If one particular contractor is underperforming, the Council can terminate and appoint a replacement without prejudicing the entire project.

Disadvantages: The Council has to manage different contractors/agents.

The Council carries risks in interface between those contractors/agents. If there is delay under one contract, the Council may be exposed to additional cost and carry the risk in delay to the programme.

Perspective: This option lends itself to distinct skillsets to deliver the identified requirements. Best-in-class partners can be selected across different specialist areas such as remediation, district heating, and infrastructure. There is a concern regarding the Council’s resources to manage multiple contracts with interdependencies.

Option three:Partnering

Advantages: Council appoints a single partner (private sector development partner (PSDP)) through a single contract and that partner then takes on all other interfaces and contractual interdependencies therein and reduces the Council’s risk profile across the different elements of delivery.

The Council retains ownership of land and no separate legal entity is required to be set up, making this less costly than a formal JV partner approach.

Disadvantages: Residual liabilities will to some extent be pushed onto to the Council by the development partner where matters exist outside the partner’s control. These liabilities could be mitigated through insurance policies and warranties.

The level of risk taken on by the development partner will be priced accordingly and may impact on the market responsiveness to the opportunity and/or result in limited opportunity to commit contractually to a land receipt.

Perspective: This option presents a lower risk profile, albeit not entirely risk free, and could be attractive to a single-phase undertaking. The balance of risk and reward would need to be structured appropriately. One option could be to explore market facing risk via a pre-development agreement stage. This would allow some work to be undertaken with an option for both parties to proceed or agree to halt at a specified point.

5.28. All of these options have merit but when reviewed against the key considerations and requirements set out above, some combination of option two (a series of contracts; one for each specialism) and option three (partnering) was identified as the preferred option at this stage. It should be noted however, that this should be reviewed as the programme moves forward as successful delivery of initial phases of development may create new opportunities.

Programme delivery approach

- 5.29. Work to date has identified a significant funding shortfall and there is not considered to be a viable market option that would allow for delivery of the overall programme at this juncture. As such, the Council will retain the “master developer” role moving forward. A phased approach to development delivery that maximises opportunities, optimises market interest, and manages risks will be taken forward. An energy and heat partner will be secured for Granton Waterfront as a whole (likely via a design, build, operate, and maintain agreement), while development partner(s) will be secured on a phase-by-phase basis (likely via development agreements).

Phase one – delivering the Heart of Granton

- 5.30. This section sets out how phase one of the project – “Heart of Granton” – will be delivered.

Proposed delivery model

- 5.31. As “master developer”, the Council will progress plans for delivering a district heating network. A detailed technical feasibility study has recently been completed. This concluded that a district heating network serving the new development and existing assets within the area would be viable. This is on the assumption that the energy centre would be built out in phases and that the capital cost would be supported with some level of government grant subsidy. The next stage is to produce an outline business case for the district heating network. This would be led by a technical team of consultants, bringing in financial and legal advisors. The outputs of this stage would be designs, more accurate financial modelling and a conclusion on the commercial route to secure an energy partner to deliver this.
- 5.32. In parallel with driving forward the district heating network outline business case stage, the Council will progress with the procurement of a development partner. The development partner will be appointed to deliver phase 1 of the regeneration programme in the first instance, but this may include an option to extend into future phases subject to key milestones being achieved.
- 5.33. The appointment of a development partner would coincide with the completion of the district heating network outline business case stage. The development partner would be appointed on the basis of accepting the energy solution proposed for Granton, working with the Council and an energy partner to deliver this and managing it as a key interdependency within the wider phase 1 regeneration work packages.
- 5.34. A pre-development period may be utilised following the appointment of a development partner. This stage can be useful in adding value, ensuring co-ordination and managing risk. This would likely be a 12-month stage where designs for phase 1 regeneration would be progressed, the final business case for the district heating network completed and all required planning submitted. The Council will also continue dialogue with both UK and Scottish Governments to explore and try to secure necessary grant funding that may be

required to close the overall viability gap. The funding strategy for phase 1 is set out in sections 4.33 to 4.36 of the financial case.

- 5.35. The culmination of this activity would allow a final business case for phase 1 of regeneration, including delivery of a district heating network to be submitted to Council for approval. If successful, this would allow a development agreement to be signed with a development partner and the procurement of delivery partner(s) to take forward the enabling, infrastructure and district heating network delivery.

Procurement and risk allocation

- 5.36. In pursuing a pre-development approach based on a period of collaboration with a development partner, a procurement strategy will be implemented based on the principle that a longer-term contractual agreement may evolve from the period of collaboration. Appropriate risk management will be developed through this process seeking to allocate it on basis of ensuring value for money, expertise and market appetite. It is therefore incumbent upon the Council to engage with the market in line with its established procurement process.
- 5.37. The Council has recently undertaken two substantial procurement exercise on other development opportunities at Fountainbridge and Meadowbank which propose similar two stage type arrangements. The procurement strategy for Granton Waterfront will be developed based on lessons learnt from these recent exercises and in the context of the more challenging delivery environment of this major regeneration programme.

Conclusion

- 5.38. As there is not yet a viable proposition for the market across the overall programme, the Council need to continue in the master developer role if the regeneration is to move forward. The key actions proposed are that the Council continue with the early action projects, funding applications and delivery where appropriate. The next stages for securing an energy partner for the programme and in the first instance, phase 1 will be progressed. A phased delivery approach that makes sense in terms of outcomes and market appetite will be taken forward with the procurement for a Phase 1 development partner or partners that may include a pre-development period as a means of adding value, ensuring co-ordination and managing risk.



Management Case

6. Management Case

Chapter summary

- A pre-development programme for phase 1 and a master programme for delivery of phases 1-4 have been developed based on the recommended delivery strategy.
- The pre-development period is assumed to run from October 2021 to May 2024 with enabling works and construction for phase 1 starting thereafter.
- During the pre-development period a number of key activities sit on the critical path to completion including appointment of a development partner, development of the district heating business case stages, securing grant funding required, obtaining detailed planning consent and assembling land.
- A risk management strategy has been developed to promote clear ownership across the programme team.
- Strong programme governance and programme management arrangements are in place.
- A benefits realisation strategy has been developed to create a framework for monitoring and evaluating benefits as each phase is delivered.
- A stakeholder management and communication plan has been developed to ensure that the regeneration programme meets the needs and expectations of the community and key stakeholders.

Introduction

6.1. The Management Case sets out clearly how the delivery of the Granton Waterfront programme will be managed. The following items will be covered:

- Project plan (pre-development and master programme)
- Risk management
- Project management
- Benefits realisation
- Stakeholder management

Project plan

- 6.2. The project plan comprises the pre-development programme for phase 1 and the master programme for delivery of phases 1-4. The programmes are the principal management tools used to plan, manage and monitor the key activities and milestones required to realise the completion of the various stages of the project. The programme manager is responsible for setting the main project milestones and scheduling work to achieve these.

Pre-development programme

- 6.3. Key pre-development activities and milestones are summarised below.

Procurement of a pre-development partner

- 6.4. As set out in the Commercial Case, the commercial strategy considers the potential to adopt a two-stage approach to selecting a development partner with the first stage being the pre-development period. This will be a fixed period for the parties to explore a wide-ranging set of commercial and delivery options to deliver Phase 1. The project plan calls for a development partner to be appointed by May 2022.
- 6.5. The selection of the development partner is a critical path activity which will directly influence the implementation strategies selected for design and delivery of enabling infrastructure. This stage needs to take account of the delivery of the low carbon district heating network. The district heating network will be developed to Outline Business Case stage in advance of appointing a development partner. During the 12-month pre-development period, the Council will develop this to Full Business Case stage working collaboratively with the development partner to ensure co-ordination with all enabling works. After the 12-month pre-development period, a development agreement will be entered into provided the parties meet the requirements set out in the pre-development agreement. Critical to signing a development agreement will be achieving a deliverable, viable phase 1. This will likely involve the Council securing government grant funding to cover a remaining funding gap.

Final business case

- 6.6. A final business case (FBC) for phase one of the Granton Waterfront regeneration programme, including a low carbon district heating network will be prepared as part of the pre-development agreement with a view to securing approval by June 2023. The FBC will update the commercial strategy for phase one.

Land assembly – Landowners/ Occupiers

- 6.7. The project plan identifies a phased land acquisition requirement to secure the various land rights to deliver the project. Phase one requires the acquisition of land and properties on West Shore Road and West Granton Road by January 2024. It is assumed the land requirements will be secured through managing end of lease terms and private negotiation with the landowners; however, a compulsory purchase order (CPO) may be required if these negotiations are not successful. Failure or delay to secure the required

land rights within the timescales will impact programme and result in delays to infrastructure delivery.

Planning

- 6.8. A detailed planning application will be required for phase one and will include a Transport Impact Assessment and any relevant studies regarding remediation, noise, and ecology matters. The detailed application is scheduled for submission in June 2023.
- 6.9. The Development Framework has been approved by Committee as non-statutory guidance to inform future development on the site and negates the need for a planning application in principle. Planning consent is scheduled to be secured by May 2024, allowing for a 12-month determination period. This is a critical path activity to the start on site date.

Contract award for enabling infrastructure

- 6.10. Upon securing detailed planning consent, the next key milestone will be the contract award to deliver the enabling infrastructure. The current programme schedules the commencement of procurement of the enabling infrastructure six months from a planning application being submitted in December 2023 with contract award in May 2024. This assumes that the Council has within six months of submission of planning gained reasonable certainty over the outcome on planning to be sufficiently confident to engage with the contracting market. Any planning risk delay to this activity will directly impact on the scheduled start on site for phase one.
- 6.11. There will be a separate procurement and contract award for the delivery of the district heating network, working in parallel and aligning with the programme for delivering enabling works.

Start on site

- 6.12. The start on site for phase one is scheduled for May 2024 which will start with the commencement of enabling infrastructure. This is expected to take 12 months and for construction of the first residential block within phase 1 by April 2025.

6.13. The key project pre-development programme milestones are summarised below:

Table 24: Pre-Development Milestones

Programme milestone	Date
Completion of district heating network OBC	April 2022
Procurement of development partner	May 2022
Full business case approved following pre-development period (including district heating network)	June 2023
Planning application submitted	June 2023
Development agreement award	June 2023
Land assembly complete (phase one)	Jan 2024
Planning consent secured	May 2024
Enabling infrastructure contract award	May 2024
District heating contract award	May 2024
Start on site – first residential block	April 2025

Master programme

6.14. A master programme has been developed and is summarised below:

Table 25: Master Programme

Phase	Title	No. of homes	Start	Completion
Phase 1	Heart of Granton	788	May 2024	April 2028
Phase 2	Harbour Road	768	March 2026	May 2031
Phase 3	West Shore	726	June 2026	May 2033
Phase 4	Upper Granton	582	August 2031	May 2036
Total		2,864		

6.15. The total number of homes above do not include early action projects, which will see an additional 661 homes delivered between 2022 and 2026. This takes the overall number of homes delivered within Granton Waterfront to 3,525.

Risk management

6.16. The primary objective of the risk management strategy is to identify, assess, and address potential risks and opportunities across the project lifecycle which could impact on delivery and/or inform better decision making.

- 6.17. The Granton Waterfront programme risk strategy is directed by the risk manager who leads on the risk management activities.
- 6.18. The risk management strategy has been designed to promote clear ownership across the programme team and drive a 'risk aware' culture that encourages the ongoing identification and assessment of project risk.

Risk register

- 6.19. The risk register is a live document which captures all project risks, sets out the risk response option and actions, defines the risk mitigation plan, assesses the residual likelihood and impact, identifies any secondary risks; and assigns a risk owner and actionee.

Risk mitigation plans

- 6.20. The assignment of mitigation plans is directed by the risk manager to the relevant risk action owner. The risk action owner has the responsibility for developing and implementing the mitigation plan.

Financial impact

- 6.21. The risks outlined in the risk register have been costed by the project quantity surveyor with an estimate on how much cost each risk in question would add to the project should it materialise. The intention is that with the mitigation plans enacted, this value should reduce as the programme of work develops. In particular, as the pre-development agreement period elapses, the key phase and project deliverables will have had risk mitigation strategies implemented and risk levels reduced. Monte Carlo financial modelling has been carried out to allow consideration of possible extremes in risk costs.

Risk reporting

- 6.22. As overall accountability of the project sits with the Edinburgh Waterfront Programme Board, risks will be reported vertically to the Programme Board on a regular basis with clear categorisation of where risks sit within the context of the project and the wider statutory/corporate environment.

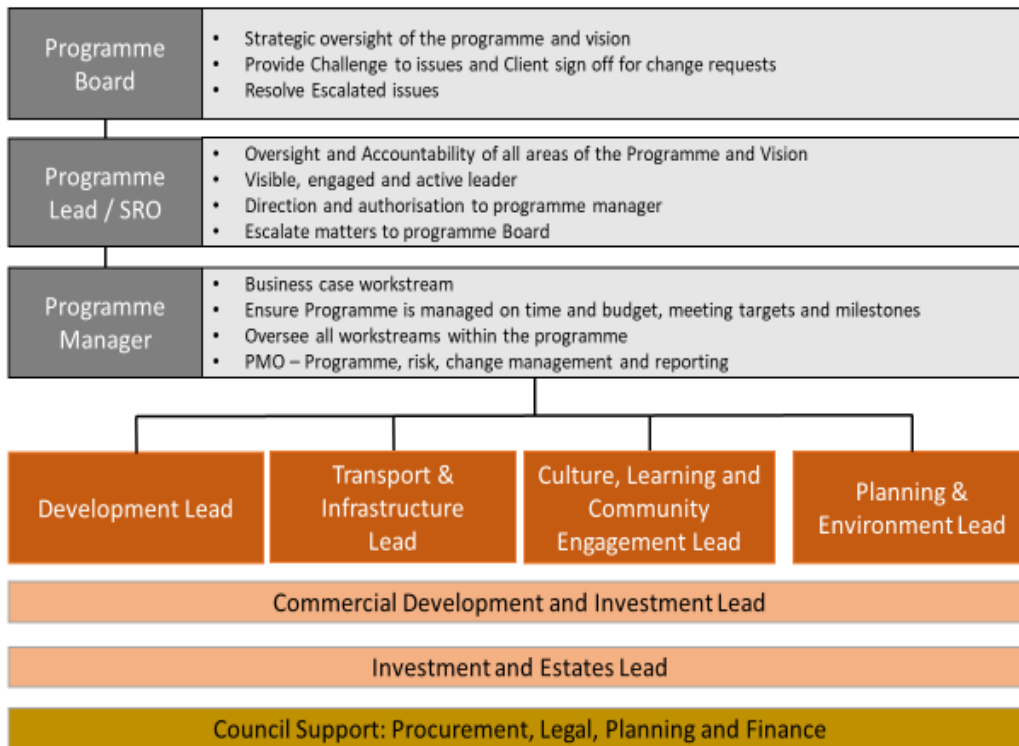
Programme management framework

Programme structure and roles

- 6.23. Set out below is the proposed structure for the delivery of Early Action Projects and the pre-development period which will result in a Full Business Case for phase 1.

Strategic oversight resides with the Programme Board and overall responsibility for the programme delivery with the programme lead. The day to day responsibilities reside with the programme manager.

Fig 5: Programme Governance Structure



Programme governance and responsibilities

6.24. The Programme Board is chaired by the Executive Director of Place, the designated project sponsor. Key responsibilities of the Board are as follows:

- Executive / corporate decision-making group taking overall responsibility for the project on behalf of the Council;
- Ensuring that the purpose and objectives of the Granton Waterfront programme underpin the strategic direction of the Granton Waterfront Development Framework and the Council;
- Responsible for connectivity between the Council and the programme;
- Gateway approval of the business case stages;
- Monitoring progress against budget and project programme and report to the All-Party Oversight Group (APOG);
- Approval of high-level commitments and expenditures for the project;
- Approval of high-level variations;

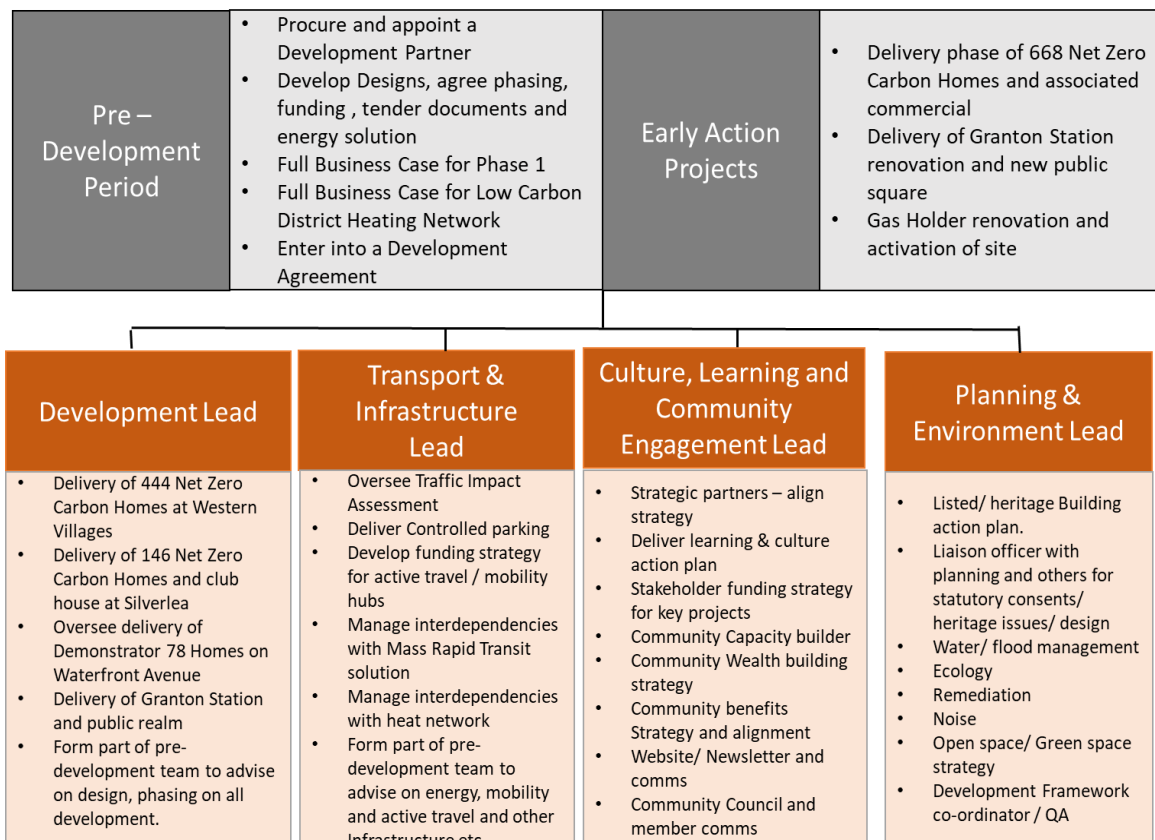
- Setting the business plan targets;
- Approval and sign off at project gateways;
- Provide sponsorship to and take overall responsibility for successful project delivery;
- Review project risks and related risk if escalated; and
- Approval of procurement decisions plus setting delegated authority limits to the programme lead.

6.25. An All Party Oversight Group was established in Oct 2018 to provide cross party political leadership of the regeneration, discuss significant issues and projects, and provide advice and guidance to officers on the implementation of decisions and monitor progress.

Key Roles and Responsibilities

6.26. For each of the workstreams identified above, further information on core tasks are outlines below:

Fig 6: Programme Workstreams



6.27. The workstream leads will be supported by external advisors and Council service areas during the next stage.

Programme administration

The meeting arrangements will be designed to support effective ongoing management and provide a clear pathway to making informed decision making. At the core of the design principles for the programme administration is a structure of meetings which bring together targeted groups to manage and report progress on different aspects of the overall programme. Ultimate programme oversight and decision-making accountability sits at Granton Waterfront Board level. The meeting structure is summarised below:

Table 26: Meeting Structure

Meeting	Frequency	Purpose
Granton Waterfront Board	Monthly	To drive forward all aspects of the programme in relation to funding and delivery in line with the Granton Waterfront programme.
Granton Waterfront progress meetings	Fortnightly	To advance the programme in a coordinated manner to support design progress and decision making.
Granton Waterfront programme team meeting	Every three weeks	To provide guidance, approvals and instructions to progress the programme.
Risk management workshops	Quarterly	To provide cross team input into risk identification and mitigation planning.
Risk review meetings	Monthly	Ongoing review of the status of risks identified
Value management meetings	Quarterly	Convened and led by the cost manager to drive delivery of design to budget.

Reporting management

- 6.28. The reporting arrangements for the programme should support the most effective use of the programme meeting structure. The focus of all reporting is to issue reports to a predetermined frequency and provide a platform to track and update on how the project is performing against key milestones. A key tool employed to capture an overview on all project actions is the action tracker. This is a collaborative live document which all members of the team contribute to and includes issues/actions arising from progress meetings, actions arising from risk workshops, and schedule-driven actions required to achieve project milestones and gateways.

Benefits realisation strategy

- 6.29. A core requirement of the programme framework and the governance of this will be to ensure that benefits are realised. This entails defining the actives to be carried out in each stage to deliver the strategic objectives. The management arrangements will build on this by defining the outputs for each phase, how these align to the strategic objectives, and the type of funding sources required.
- 6.30. A phase specific benefits management plan with clear ownership, detailed forecasting on timing and impact, and agreed measurement criteria for each activity will be developed with clear monitoring and evaluation. The Granton Waterfront Board must put in place a framework of ownership of the benefits management plan and identify key stakeholders with clear role responsibility or accountability to deliver the anticipated benefits. Finally, the benefits management plan includes a post management evaluation strategy which puts in place a process and assurance framework.

Stakeholder management

- 6.31. Stakeholder management is a critical part of ensuring this major intervention addresses community needs and ambitions as well as maximises synergy with relevant policies and other planned investments in the area. This section sets out activities to be carried out to ensure the Granton Waterfront intervention meets the needs and expectations of the community and key stakeholders and therefore wins their support and buy-in.

Activities

- 6.32. Activities undertaken within the stakeholder management process include:
- A stakeholder engagement and communications plan has been prepared to provide a brief on the objectives, target audience and methodology for communication and engagement;
 - Identifying activities that can empower local people;
 - Identifying key stakeholders and creating a community of “change champions” from a variety of stakeholder groups to help articulate the case for the programme and demonstrate support;
 - Deliver an impact analysis to demonstrate how the benefits case impacts the stakeholders and aligns to their needs;
 - Produce stakeholder-specific communications materials to increase awareness, create enthusiasm, and maximise buy-in; and
 - Developing a programme of culture and learning opportunities and meanwhiles uses to empower local people and build the brand.
- 6.33. A detailed stakeholder identification exercise has been carried out. These key stakeholders identified are set out below:

Table 27: Stakeholders

Stakeholder Type	Stakeholder	Methods of Communication
UK Government	Minister Iain Stewart MP, Under Secretary of State for Scotland	One to one / written briefings
Local Government	Kevin Stewart, MSP, Minister for Mental Wellbeing and Social Care, Champion Minister for Granton Waterfront regeneration	One to one / written briefings
Local Authority	Councillor Cammy Day, Depute Leader of the City of Edinburgh Council and Granton Waterfront Champion. The Edinburgh Waterfront All Parties Oversight Group (APOG) was established in 2018. The membership is made up of convenorships of several Council committees and is chaired by the Depute Leader of the City of Edinburgh Council.	One to one / written briefings Quarterly Meeting
Strategic Partners	There are six strategic public-sector partners of the regeneration: The City of Edinburgh Council Edinburgh College National Museums Scotland National Galleries of Scotland Scottish Government Scottish Futures Trust	Memorandum of Understanding signed by all key partners Quarterly Meetings
Internal Stakeholders	Comprising of service areas across the City of Edinburgh Council such as: Active Travel, Archaeology, Communities & Families, Culture, Education, Environmental Protection, Estates, Flooding, Forestry, Parks, Locality Offices, Transport, Planning, Road Safety, Sustainability and Waste.	Regular meetings and correspondence
Developers, Investors and Funders	Interested development partners, investors and funders.	Presentations Road shows Events Discussion forums Ad hoc meetings
External Interest Groups	Comprising of partner agencies and interested parties such as: Architecture & Design Scotland, Business Gateway, Community Renewal, Creative Scotland, Central Scotland Green Network, Lothian	Regular meetings and correspondence

Stakeholder Type	Stakeholder	Methods of Communication
	Buses, NHS Lothian, RSPB, SEPA and Sustrans.	
Local Community, Networks and Groups	Residents, businesses, public service institutions (schools, libraries and health centres), youth groups, community centres, places of worship, community support and voluntary organisations.	Community newsletter Community events and meanwhile projects Press releases Digital media (website and social media). Ad hoc meetings
Community Councils	There are six local Community Councils: Granton and District West Pilton/West Granton Muirhouse and Salvesen Cramond and Barnton Leith Harbour and Newhaven Trinity	Regular meetings Dedicated newsletter

Objectives

- 6.34. The key objectives of the stakeholder engagement and communication plan are to:
- Ensure the programme addresses community needs and ambitions;
 - Maximise collaboration with key partners and stakeholders;
 - Reflect the diverse needs and backgrounds of the Granton Waterfront community;
 - Ensure that the programme benefits are valued and trusted by the people who are impacted directly;
 - Work collaboratively with the community, partners and private sector to deliver a programme of culture and learning activities and meanwhiles uses over the next 10–15 years to empower local people.

Communication

- 6.35. The objective of communications and stakeholder activity is to generate trust and empowering local communities and stakeholders to contribute to the project. Key aspects include:
- Ensuring stakeholders are provided with up-to-date information about the project;

- Ensuring stakeholders are given appropriate opportunities to provide comment on the timing, phasing and scope of the programme;
- Ensuring consultation activities for inputting into programme design development are clear, open, accessible, and transparent;
- Managing and mitigating opposition to the project through open and transparent communication;
- Acknowledging and actively monitoring stakeholders' concerns and taking their views and interests into account in decision making;
- Developing a communications governance structure to define ownership and responsibility for communications across the programme; and
- Recognising interdependencies among certain stakeholders, taking into account their respective risks and exposures.

Conclusion

- 6.36. A robust framework has been created to ensure that the delivery of the Granton Waterfront regeneration programme is managed in a logical and planned manner. The creation of a pre-development programme for phase 1 and master programme for the overall regeneration will ensure that key activities and interdependencies are monitored and kept on track. A comprehensive risk management strategy will ensure that potential risks to delivery are identified, assessed and addressed on an ongoing basis throughout the programme lifecycle. Strong programme governance and programme management are in place to support the delivery. Alongside this, a benefits realisation strategy has been developed to create a framework for monitoring and evaluating benefits to ensure the regeneration achieves the strategic objectives identified. A stakeholder management and communication plan has been developed so that the community and other key stakeholders are kept up to date with the delivery timescales and that their needs and expectations are met.

7.Way Forward

Chapter summary

- **The Programme Delivery Plan approved in February 2020 recommended a staged delivery approach to the programme.**
- **The stage 2 activities agreed within the Programme Delivery Plan have been completed as part of the process of developing this Outline Business Case.**
- **It is recommended that the project proceeds to stage 3 – development of a Final Business Case for phase 1 of regeneration.**
- **This will maintain progress on delivery of the regeneration programme by bringing in development partner skills and expertise, developing a case for a low carbon energy solution, progressing designs, achieving further cost certainty to reduce optimism bias and creating a deliverable phase 1 that aims to secure a package of government grant funding to close any remaining viability gap.**

Introduction

- 7.1. The Programme Delivery Plan (PDP) approved by Policy and Sustainability Committee in February 2020 recommended a staged delivery approach to the programme. This Outline Business Case represents the completion of a number of key workstreams and activities agreed as Stage 2 within the PDP.

Review of activities completed

- 7.2. The table below sets out the key Stage 2 activities agreed by Committee along with their status. The budget for Stage 2 was £2m and the tasks have been completed within budget.

Table 28: Stage 2 Activities

Activity	Status	Complete
Outline Business Case development	Cost plan and financial model updated, development of procurement and funding strategy, market testing of emerging procurement strategy, social and economic appraisal carried out	✓

Activity	Status	Complete
Development and regeneration	Plot viability testing, delivery of early action housing projects progressed	✓
Enabling and Infrastructure	Remediation strategy developed, energy strategy developed, phasing strategy developed, station building refurbishment progressed, relocation strategy developed	✓
Transport	Active travel, transport and parking strategies all developed; active travel designs progressed for early action projects	✓
Culture and Learning	Steering groups established, action plans developed and early implementation, development of community benefits, social and economic appraisal carried out, development of meanwhile uses, stakeholder engagement and communications plan developed.	✓

Stage 3 – development of Final Business Case for phase 1

- 7.3. Stage 3, which is scheduled to take approximately 20 months, is the pre-development period which will conclude in the completion of a final business case for phase 1 of the regeneration programme.
- 7.4. During this stage, a development partner will be procured, the district heating network business case stages will be progressed, and a pre-development period may be utilised to progress designs, consider commercial options for delivery of work packages culminating in a deliverable first phase of regeneration. In parallel to this, a funding and financing package will be finalised.
- 7.5. The table below sets out the recommended Stage 3 activities and the expected outcomes at the end of the stage.

Table 29: Stage 3 Activities

Activity	Outcome
Completion of district heating outline business case stage	A technical team of consultants, bringing in financial and legal advisors will be procured from the Council's Professional Services Framework, building in the potential to extend this to delivery of a final business case. This work will progress designs, more accurate financial modelling and a conclusion on the commercial route to secure an energy partner to deliver this.
Procurement of development partner	A procurement route is yet to be finalised but will be informed by recent strategies followed on Fountainbridge and Meadowbank. The route for these projects was a competitive procedure with negotiation. This entails extending an invitation to tender to a selected number of potential suppliers, followed by an optional negotiation period. Then a final tender prior to award.
Carry out pre-development period	A 12-month pre-development period may be utilised on appointing a development partner and prior to signing a development agreement. This stage can be useful in adding value, ensuring co-ordination and managing risk. Designs will be progressed and commercial options for delivery of phase 1 considered. The key outcome of this activity would be a viable and deliverable phase 1 of regeneration.
Completion of district heating final business case stage	Using an extension of the consultant team who have delivered the district heating outline business case stage, designs will be finalised, and a delivery partner sought to enter into commercial arrangements to deliver a low carbon energy solution.
Finalise funding arrangements	Throughout the pre-development period, the programme team will continue to monitor the funding gap on phase 1 of regeneration and pursue the strategy set out in the finance case. Through working with the development partner and securing government and other external funding as necessary, a viable and deliverable phase 1 of regeneration can be achieved.
Implement stakeholder engagement and communications plan	The stakeholder engagement process will run continuously throughout the life of the programme.

Estimated costs

- 7.6. Based on an analysis of the key activities required, an estimation of the costs to complete Stage 3 of the programme to completion of final business case for phase 1 of regeneration has been produced. This is summarised below over the key cost elements.

Table 30: Key Stage 3 Costs

Element	Budget (£m)
Programme Team resources (Council team and external advisors for specialist workstreams)	£0.9m
Technical team for delivery of district heating outline and final business case stages; and Potential pre-development period costs – funding development partner activity before development agreement is signed	£3.7m

- 7.7. As the HRA is a key stakeholder and landowner at Granton, the costs set out above will be funded from the HRA revenue budget. An element of the cost represents front funding from the HRA to allow the development of a proposed phased delivery of regeneration and new social and other affordable homes to progress. A key outcome of stage 3 is securing a funding and financing package to ensure a first phase of regeneration is viable and deliverable. Securing this will allow the HRA to benefit from front funding through the realisation of capital land receipts and government grant funding over the period of the approved project.
- 7.8. Gateways are built into the stage 3 process to ensure that the viability and deliverability of a first phase of regeneration is tested at key points in the development process. This will ensure that progress to achieve the key outcomes as set out in table 30 is monitored at specific intervals whilst minimising the risk of abortive costs being incurred.

Recommendation

- 7.9. It is recommended that the programme proceeds to Stage 3 as described above.
- 7.10. Based on the overall viability gap of the programme, proceeding to stage 3 and developing a Final Business Case for phase 1 of regeneration will progress delivery by:
- Aiming to develop a first phase of regeneration that is viable and deliverable through the expertise and skills of a development partner and through securing government grant funding

- Allowing development of design to achieve further cost certainty so that optimism bias can be reduced, and viability can be tested
- Developing a case for a low carbon energy solution that can form a key part of enabling infrastructure and which can attract low carbon grant funding; and
- Potentially utilising a pre-development period to add value, ensure co-ordination and manage risk.



Appendix 2: Early Action Projects

In parallel with delivering the OBC, early action projects have been progressing to accelerate delivery of around 661 Council led homes, key amenities and enhanced connectivity as outlined below.

New Homes

[Planning permission](#) has been secured for 444 homes at Western Villages which will deliver social (195), mid-market rent (62), market rent (63) and homes for sale (124) tenures. At least 20% of the homes will be three bedroom or above to cater for mixed family groups and 10% of the social rented properties will be provisioned for those who are physically disabled or wheelchair users. All homes will achieve net zero carbon through a combination of measures including; producing renewable energy on site, increased insulation and build quality to reduce heat loss and no use of fossil fuels with heat pumps being used to increase the efficiency of the energy used for space heating and hot water. It is expected construction will start in Spring 2022.

Western Villages includes a significant active travel infrastructure upgrade in the form of a 3m wide fully segregated bi-directional cycle track along the eastern/southern side of Marine Drive and West Shore Road linking Gypsy Brae, Forthquarter Park and the Western Villages development with the North Edinburgh Active Travel Connection improvements at Pennywell Road Roundabout. Also included are improvements to the pedestrian infrastructure along the route including additional active travel links to Forthquarter Park and crossing infrastructure for both pedestrians and cyclists at key locations. Sustainable urban drainage (SUDs) infrastructure will be implemented along the route where possible and will include landscaping improvements, most notably to the boundary of Forthquarter Park with West Shore Road.

Design work is underway to deliver around 142 affordable net zero homes at the former Silverlea care home site, 91 of the homes will be for social rent with the remaining 51 for mid market rent. 35 of these homes will be for those who are physically disabled or wheelchair users. Construction is expected to start in August 2022. New facilities for Craigmoynton Community Youth Football Club will also be provided as part of the redevelopment alongside improved walking and cycling connections.

Within Granton, around 75 homes for rent will be delivered on a site to the rear of Granton Station building. These homes will be used as a pilot for the Edinburgh Homes Demonstrator (EHD) Programme and will deliver social (37), mid-market rent (19) and market rent (19). The EHD Programme aims to develop a new housing delivery model, specifically a method of design, construction and delivery that is based on off-site construction and will deliver net zero carbon homes. The programme aims to streamline housing design and construction for both the benefit of the Council's house building programme as well as those of the Edinburgh and South East Scotland City Region Deal (ESES CRD) partners. The homes at D1 will be used to evaluate the net zero carbon design at the completion and occupancy phase by using a series of monitoring and evaluation metrics. The development will contain an air source heat pump network as well as an underground refuse system and minimum parking as well as sustainable drainage system. It is expected construction will start in Spring 2022.

Registered Social Landlord (RSL) Partners

In addition to the Council led homes, RSL partners have recently completed or have under development around 864 homes on Granton Harbour and Waterfront Avenue. Over 700 of these homes are for affordable rent, helping meet Edinburgh's target to deliver 20,000 affordable homes by 2027 while creating an accessible high-quality place for people to live and enjoy.

Bringing assets back to life

On [4 March 2021](#) Finance and Resources Committee agreed the appointment of Kier Construction Ltd to carry out the restoration of Granton Station, an Edwardian B-listed building in the heart of Granton Waterfront into a high-quality creative workspace. The project is part-funded through Scottish Government Regeneration Capital Grant Funding and Town Centre Funding. The restoration commenced in June 2021 and will include the creation of a public square for community events and recreation to be enjoyed by residents and visitors to the area. Work will conclude in spring 2022.

On [12 August 2021](#), Finance and Resources Committee approved a 25 year lease of Granton Station to Wasps Ltd. Wasps is a charity specialising in providing studio and workshop space for artists in Scotland. Founded in 1977, Wasps now operates more than 20 buildings across Scotland, providing workspaces for approximately 900 artists. It is the largest provider of affordable studio space in the UK. Wasps has previously brought several historic buildings back into use as creative workspaces, for example the Meadow Mill former jute mill in Dundee. The future use of the building and new public square will secure a people centred approach to economic development, supporting up to 40 jobs per annum and providing both indoor and outdoor space for community events.

The Granton Gas Holder has been an iconic fixture on Edinburgh's waterfront for more than a century. It is a category A listed structure and is a much-loved local landmark. One of the first early action projects in Granton has been the illumination of the Granton Gas Holder with a creative light show each evening to signify the regeneration of the Granton area. The project was launched on 19 May 2021 and the gas holder will be illuminated for a period of up to two years.

The project is a collaboration between the City of Edinburgh Council and Edinburgh College. Creative lighting design company 21CC Productions was appointed to transform the gas holder into one of Scotland's biggest works of art. As well as being an exciting work of art, the project is operating as a practical training opportunity for students across the College's Creative Industries faculty. The students are working alongside 21CC Productions to create and operate the lightshows and are gaining practical experience, using some of the newest technology available, thus creating an opportunity to turn theory into practice across key industry sectors including theatre, media, marketing, lighting design, sound production and photography. The lighting sequence will change each month with themed 'events' for special dates such as festivals. Community groups will be invited to suggest themes for lighting events.

On the [20 May 2021](#), Finance and Resources Committee approved the purchase of the ground interest at 20 West Shore Road and a 15 year lease of the property to Edinburgh Palette. Edinburgh Palette is a social enterprise and charity who are seeking to transform this former warehouse into a creative enterprise hub.

On the [20 May 2021](#), Finance and Resources Committee approved a 25 year lease of the land at Lauriston farm to Edinburgh Agroecology Co-op CIC. The project will initially focus on creating a market garden, building the projects infrastructure, rewilding areas and working to engage the community in activity. There is a strong focus on working towards net zero in line with the wider vision for the area and city.

A Culture Strategy for Granton Waterfront

In June 2020, The Edinburgh Waterfront board agreed and published [A Culture Strategy for Granton](#), which was prepared in collaboration with partners. The aim of this is to create a place-based strategy for the Granton redevelopment in response to an ambition to deliver culture led regeneration. The strategy seeks to improve the health, wellbeing, prosperity and quality of life of people who live in, work in and visit north Edinburgh; as well as supporting the local economy through attracting increased visitors and new residents to the area.

In January 2021, a Steering Group was established bringing together key strategic partners, anchor cultural organisations working in the area and specialist advisors to oversee implementation of actions set out within the Strategy. The membership includes: City of Edinburgh Council, Edinburgh College, NGS, NMS, Edinburgh Health and Social Care Partnership, North Edinburgh Arts and Creative Carbon Scotland.

Early actions in this workstream have included the illumination of the Granton Gas Holder – a two-year collaborative project with Edinburgh College - and the refurbishment of Granton Station into a new creative workspace, due to open in 2022.

A Learning Strategy for Granton Waterfront

In June 2020, The Edinburgh Waterfront board approved and published [A Learning Strategy](#) for Granton. The aim of this Strategy is to create a place-based learning Strategy for the Granton redevelopment and surrounding communities. The overarching themes of the Strategy are to:

- Improve the environment for learning;
- Create more diverse pathways into and through learning;
- Create better connected experiences; and
- Raise the levels of ambition and the range of opportunities.

The delivery of this Strategy is now part of a pilot for a city-wide initiative – ‘Edinburgh Learns for Life’ – which is seeking to transform how learning is delivered in the city.

In January 2021, a Steering Group was established bringing together key learning partners working in the area including; the City of Edinburgh Council, Edinburgh College, Craigroyston High School, St David’s R.C. Primary School to represent all local primary schools, NGS, NMS and the Capital City Partnership.

An early action of this workstream has been the development of an artist-led consultation with learners across all ages who live, work and study in North Edinburgh about their learning experience, interests, passions and ambitions. The aim of the project is to meaningfully engage communities to better establish how local learning provision (including the curriculum offer) can better respond to and reflect local needs as we emerge from the coronavirus pandemic.

Strategic Partners

Alongside delivery of the key strategy documents above, the Council's strategic partners are also delivering key assets within Granton.

Within 'The Art Works', a new proposed facility at Granton Waterfront, NGS will host the country's internationally significant art collection and become Scotland's largest building designed to Passivhaus standard. Access and inclusivity are central to its purpose. The Art Works will be a key cultural venue for the Granton community and the wider area, with multi-purpose spaces available for all kinds of local events and gatherings, in addition it will attract and be a focus for collection researchers from across the Scotland, the UK and internationally.

NMS is planning further new buildings and facilities at the NMS Collection Centre in Granton Waterfront which will include a new visitor centre.

A new active travel route will link West Granton Road and surrounding communities with these new facilities. Side by side, NGS and NMS collections with their tens of millions of treasured objects will offer an unprecedented bringing together of national art and culture for local and international visitors alike.

In addition, a revitalised Edinburgh College campus will provide a strong foundation on which to build on their current construction centre of excellence, providing training in modern methods of construction and technologies aimed at the transition to net zero.

Sustainable Transport and Active Travel

On [19 August 2021](#), Committee approved proposals to investigate, prepare initial designs and consult residents on appropriate parking controls for the Granton Waterfront Development Area. It is anticipated that a form of car parking control and regular enforcement will be required to support modal shift and the maximum car parking level of 25% (one space for every four residential units) as set out in the Granton Waterfront Development Framework. Parking Controls will also ensure that any impact from overspill car parking is minimised, particularly for existing residents in the surrounding streets. The outcomes of this consultation will be reported back to a future committee.

Public transport to and from Granton through new and existing services amendments (increase service frequency, reduce journey times and integrate routes through development area) will also be explored and implemented where possible. This will include two mass transit route options linking Granton with the City Centre which are currently being assessed and Council officers have been liaising to ensure the analysis is consistent with objectives for Granton and ties in with the Granton transportation study undertaken as part of this OBC process.

The first alignment follows West Granton Access Road from Ferry Road to Caroline Park. This option is the existing safeguarded route and provides a direct and segregated tram and parallel high-quality active travel route. From the southerly tip of the West Granton Access Road, two options are being analysed. The first ties in with the existing tram line at Roseburn and then follows the Roseburn Path from the A8 to Ferry Road, west of Crewe Toll. The alignment is fully segregated, following an old railway track bed, and now an active travel corridor and part of National Cycle Network route 1. The alignment is the

safeguarded route for transit with existing parliamentary powers in place for Tram. The second route option ties in with the existing tram line at Shandwick Place at the west end of Princes Street and assumes an on-street route following Queensferry Road, Orchard Brae and Crewe Road South.

It is anticipated that an emerging preferred route for mass transit, between Granton and the city centre, will be available at the end of 2021, with consultation on the emerging route taking place in early 2022. Liaison with the mass transit study team will continue to ensure a joined-up approach to the development of both programmes.

The vision, principles and Development Framework for Granton Waterfront established guidelines to ensure future development also align with the Scottish Government's Place Principles and '20-minute neighbourhood' concept. By creating a place that meets everyday needs, numerous benefits will be realised, including a reduction in the need to travel. The introduction of shared mobility (car club and bike hire) and mobility hubs will also help with modal shift and realising the benefits that come with this.

Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Edinburgh and South East Scotland City Region Deal Annual Report 2020/21

Executive/routine

Wards All

Council Commitments

All

[1](#), [2](#), [4](#), [6](#), [7](#), [10](#), [18](#), [19](#)

1. Recommendation

- 1.1 Committee is asked to note the summary findings of the third annual report for the Edinburgh and South East Scotland City Region Deal for 2020/21.

Paul Lawrence

Executive Director of Place

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Edinburgh and South East Scotland City Region Deal Annual Report 2020/21

2. Executive Summary

- 2.1 This report summarises the key findings from the appended City Region Deal Annual Report for 2020/21. The report was published on 30 August 2021 and approved by the City Region Deal Joint Committee on 3 September 2021.

3. Background

- 3.1 The Edinburgh and South East Scotland City Region Deal was signed by the First Minister, Prime Minister and City Region Leaders on 7 August 2018.
- 3.2 Each year City Region Deal partners are required to produce an annual report to assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region.
- 3.3 The report was published on 30 August 2021. Its findings were noted by the City Region Deal Joint Committee on 3 September 2021.

4. Main report

- 4.1 The Annual Report for 2020/21 is an overall progress report for the City Region Deal programme between 1 August 2020 and 31 July 2021, with the exception of the Financial Statement which contains financial information for the financial year 2020/21 (1 April 2020 – 31 March 2021).
- 4.2 It contains a City Region Deal overview, Financial Statement, a short summary of progress on each project and programme and expected milestones to be achieved in the next year. Case studies are included across the report. There is also a short update on the Regional Prosperity Framework, which is the subject of a separate report to this Committee.
- 4.3 The report demonstrates significant progress across the 24 projects and programmes within the City Region Deal. While COVID-19 affected the delivery of some of the projects all are considered to be within acceptable time and budget parameters:

- 4.3.1 Aix projects are in Stage 1: Define, which means that the project's business case is yet to be completed (six in August 2020);
- 4.3.2 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2020);
- 4.3.3 Five are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (three in August 2020);
- 4.3.4 14 projects are considered to be on target to be completed on time (green score) or have been completed on time (six in August 2020);
- 4.3.5 10 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score) (18 in August 2020);
- 4.3.6 19 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (15 in August 2020); and
- 4.3.7 Two projects are projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score) (six in August 2020).

4.4 Some of the key information that the City of Edinburgh Council has a direct interest in Table 1. a link to the page number in the annual report included:

Table 1: Summary of Projects with CEC Interest

Project	Total Cost (£m)	Govt Contribution (£m)	CEC Contribution (£m)	Stage	On Time?	On Budget?	Further Information*
Integrated Regional Employability and Skills Programme	£25m	£25	£0	3. Deliver			pp. 35-40
West Edinburgh transport	£36	£20	£16	Define			pp. 41-42
A720 Sheriffhall	c.£120m	£0	£0	Define			pp. 43-44
Dunard Centre	£45	£20	£5	1. Define			pp. 45-46
Edinburgh Living	£263m	£15	£248m	3. Deliver			pp. 47-49
<i>Granton Housing**</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>1. Define</i>	<i>N/A</i>	<i>N/A</i>	pp. 47-49

* Page number of Annual Report

**One of seven identified strategic housing sites across the region, may partly be funded by a £50m infrastructure loan fund, managed and administered by Scottish Government.

Key:

Project Stages

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

Red, Amber, Green

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

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

- 4.4 £64.83 million of Government money was drawn down in the 2020/21, with £62.48 million on Capital projects and £2.35 million on the Revenue programme.
- 4.5 As well as delivering on the projects in the Deal, the annual report demonstrates that the Governance structure, established to manage City Region Deal activity, has also enabled effective and strong regional partnership working on important cross-regional activities, including:
- 4.5.1 Bidding into Phase 1 of the Bus Partnership Fund and securing £3 million to improve bus travel across the region (led by the cross-regional Transport Transition Group);
- 4.5.2 Developing, consulting on, and publishing a Regional Prosperity Framework, which will be a catalyst for Regional Prosperity (led by a cross-regional officers' team, steered by the Regional Enterprise Council and overseen by the Elected Member Oversight Committee);
- 4.5.3 Offering a shared view for the future of the region on key consultations and policy changes, including: the Advisory Group on Economic Recovery, the Logan Review, the Union Connectivity Review and the implementation of the Shared Prosperity Fund (through the Directors' Group, Executive Board and Joint Committee); and
- 4.5.4 Continued to progress cross-regional programmes which started the previous year as responses to the COVID-19 pandemic, including the delivery of the [Bus Priority Rapid Deployment Fund measures to prioritise public transport](#) and increasing the numbers of employers advertising on the [COVID-19 jobs portal](#).
- 4.6 Looking ahead towards 2021/22, significant developments in project delivery are expected including:
- 4.6.1 Official opening of first office building at Borders Innovation Park (Phase 1) in autumn 2021;

- 4.6.2 Commencement of junction works at Queen Margaret University for Food and Drink Innovation Hub in autumn 2021;
- 4.6.3 Launch of Community Benefits Wishlist Portal (ESESCommunities.org) in winter 2021;
- 4.6.4 Completion of the Dunard Centre Revised Business Case in spring 2022;
- 4.6.5 Completion of the West Edinburgh Transport Improvement Plan Business Case in spring 2021;
- 4.6.6 Opening of the National Robotarium at Heriot-Watt University in spring 2021; and
- 4.6.7 Full launch of [DataLoch](#) in Summer 2022.

5. Next Steps

- 5.1 The annual report will form the basis for the third Annual Conversation between the Scottish Government, UK Government and Scotland Office and City Region Deal partners at senior level, which is expected to take place later in 2021.
- 5.2 Key priorities for the year ahead are summarised in Section 6 of the Annual Report and copied below:

City Region Deal Expected Milestones until Summer 2022

Date	Milestone
Oct 21	Official opening of first office building at Borders Innovation Park (Phase 1).
Nov 21	Commencement of junction works at Queen Margaret University for Food and Drink Innovation Hub.
Nov 21	Engage over 200 young people across the region in designing their ideas for a sustainable human habitat to be displayed at the UN Climate Change Conference, COP26
Dec 21	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • A720 (Sheriffhall roundabout) progress update • Submission of revised Full Business Case for Phases 2 and 3 of Borders Innovation Park • Integrated Regional Employability and Skills Programme progress update.
Dec 21	Launch of Community Benefits Wishlist Portal (ESESCommunities.org)
Dec 21	Granton Waterfront Housing Business Case complete
Mar 22	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • Dunard Centre Revised Business Case • West Edinburgh Transport Improvement Plan Business Case
Mar 22	National Robotarium fully operational.
Apr 22	Implementation of Tranche 2 of the Fife i3 Programme commences
Jun 22	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • A720 (Sheriffhall roundabout) progress update
Jul 22	Full DataLoch launch.

Jul 22	Regional Data Haven launch.
Aug 22	Launch skills portal to signpost learners to data skills opportunities across the region.

6. Financial impact

- 6.1 There is no financial impact relating to the Annual Report for the City of Edinburgh Council. The Financial Statement shows that £64.83 million of Government money was drawn down in 2020/21. This included £5.0 million for the Edinburgh Living housing partnership.
- 6.2 The approved 2020/21 five-year Capital Investment Programme includes a budget provision £5 million as a contribution to support delivery of Dunard Centre and a £16 million budget provision to support the delivery of public transport improvements detailed in the West Edinburgh Transport Appraisal. No financial contribution will be required from the City of Edinburgh Council for the Sheriffhall project and the Integrated Regional Employability and Skills programme.
- 6.3 The £50m predominantly private sector housing infrastructure loan fund, managed and administered by Scottish Government, is proving of limited interest to the private sector due to the commercial terms of the loan.
- 6.4 It is recognised that need for continued financial innovation and collaboration to develop new infrastructure funding and delivery models. Further discussion is taking place UK and Scottish Government to explore future housing and infrastructure funding and delivery options.

7. Stakeholder/Community Impact

- 7.1 Inclusion and sustainability are key drivers for the City Region Deal, and strategic added value scores have been included for each project. Business cases for projects included demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.
- 7.2 The [City Region Deal Benefits Realisation Plan](#) (BRP) was approved by the City Region Deal Joint Committee on 4 September 2020. This incorporates indicators that align with the Scottish Government's Inclusive Growth Framework. The impact on equalities, human rights and sustainability will also be measured. A BRP Implementation Plan is currently being developed, with input from key stakeholder groups within and outwith the City Region Deal Governance structure, including a range of representatives from other Scottish City Region and Growth Deals and Scottish and UK Government Departments. As part of this, a viability study, to enhance the monitoring, evaluation and on-going management of the outcomes and impacts of the Deal, is being conducted.
- 7.3 In August 2021, Scottish and UK Government have provided joint guidance for project owners on managing potential carbon emissions associated with Scottish

City Region and Regional Growth Deal projects. It accords with HM Treasury Green Book requirements and supports the quantification and minimisation of whole life carbon and the identification of potential barriers to achieving net zero. A workshop with ESESCR Deal project leads took place September 2021 to explain the guidance and agree actions required. An update is being provided to the next Joint Committee meeting in December 2021.

8. Background reading/external references

- 8.1 [City Region Deal Document \(August 2018\)](#)
- 8.2 [Previous Joint Committee Papers and webcast link](#)
- 8.2 [Benefits Realisation Plan for City Region Deal](#)

9. Appendices

- 9.1 City Region Deal Annual Report 2020/21.



**CITY
REGION
DEAL**

Edinburgh
& South East
Scotland

ANNUAL REPORT
2020-21

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EXECUTIVE SUMMARY

Key Achievements



£65 million of Government investment released in 2020/21.
£168 million in total since August 2018.



£50m Housing Infrastructure Fund is up and running, with over £4m drawn down for Dunfermline.



18 out of 26 business cases now approved and are either being implemented or already delivering benefits.



£22.4m purpose-built National Robotarium under construction, and will open in early 2022.



1600 employers have advertised over 3800 vacancies on the COVID-19 jobs portal within the region.



Over 45,000 enrolments at DDI university-credited qualifications and courses on campus and online, and almost 340,000 engaging in less formal training.



Data Skills Workforce Development Portfolio expanded from 5 to 15 courses, with 442 enrolments in data science online learning programmes.



Entire Research, Development and Innovation theme now being implemented, which amounts to £791m - over half of the City Region Deal.



£3m secured from the Bus Partnership Fund Phase 1 to improve transportation and tackle the effects of congestion and developing fuller bids.

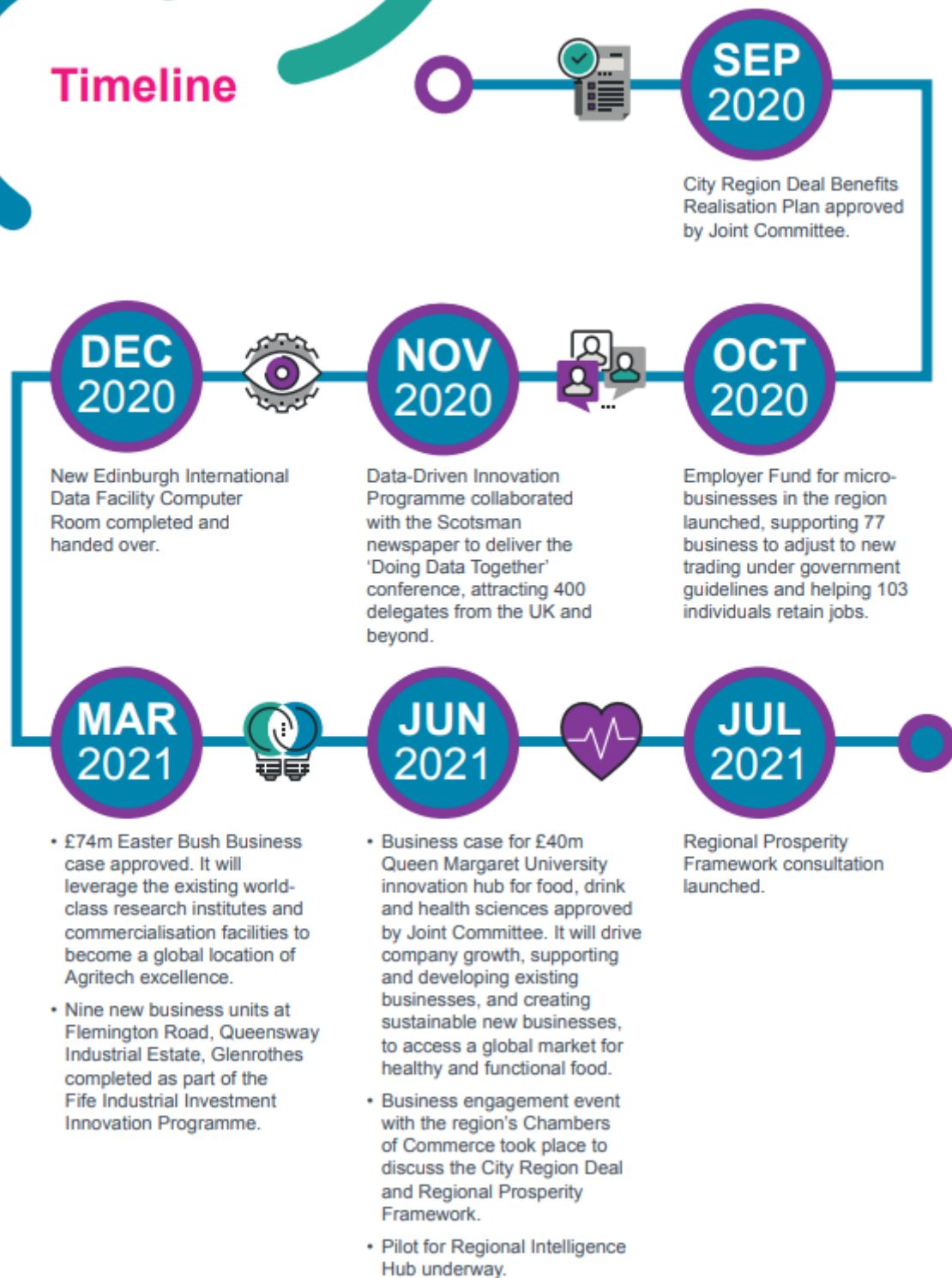


Edinburgh Living Housing company owned by the City of Edinburgh Council - More than 250 families have moved into quality affordable homes.



Work has commenced to select the design team and finalise designs for the food and drink innovation hub in East Lothian, a project funded with £40m through the City Region Deal.

Timeline



1 FOREWORDS

Cllr David Ross and Cllr David Alexander Conveners of the Edinburgh and South East Scotland City Region Deal Joint Committee

We are three years into the £1.3 billion City Region Deal and, despite challenging circumstances, partners have continued to make great progress on its delivery.

The regional collective - which brings together six local authorities, four universities and six colleges and our Regional Enterprise Council, which provides the voice of the business and third sector - is successfully implementing the Deal as a partnership of equals.

Joint Committee approved four new business cases this year: The Fife Industrial Innovation Phase 2 investment in infrastructure and modern business premises to support economic development; Easter Bush to become a global location of Agritech excellence; Dunfermline Housing (one of seven key strategic areas of change and growth) and the Queen Margaret University Innovation Hub for Food, Drink and Health Sciences. Eighteen projects and programmes, accounting for 90% of the overall Deal, have now been had their business cases approved for implementation.

Our robust governance enabled us to respond quickly to challenges and opportunities. Last year, we successfully secured £3 million from the Bus Partnership Fund (phase 1), £1.8 million for the Bus Priority Rapid Deployment Fund and £410,000 from the Regional Recovery Fund to support Community Wealth Building, regional tourism, the development of a Regional Prosperity Framework and a feasibility study for a data platform to assess outcomes and impacts of City Region Deals.

The City Region Deal is a fantastic example of regional partners, Scottish and UK Governments working jointly to realise our regional ambitions for accelerating inclusive growth, sustainability, prosperity and well-being. We have helped to inform the Advisory Group on Economic Recovery, the Logan Review, the Union Connectivity Review and the implementation of the Shared Prosperity Fund.

Considerable effort has gone into the new Regional Prosperity Framework, which builds on the success of the regional partnership to develop an ambitious 20-year vision for the regional economy to 2041, offering a pipeline of investment opportunities to drive sustainable growth.

We look forward to continuing to work together to create opportunities for the sustainable investment needed to realise our ambitions for a strong and sustainable economic recovery, where the benefits are enjoyed by all.



Cllr. David Ross



Cllr. David Alexander

Claire Pattullo **Chair of Regional Enterprise Council**

It has been a pleasure to reflect on the significant progress made in Year 3 of the Edinburgh and South East Scotland City Region Deal. The REC was formed in November 2018 to advise the Deal's decision-making body, the Joint Committee, on the delivery of projects across the city region. In directly participating on the Joint Committee, we represent business and the third sector across the region and help to ensure that the benefits from the Deal support our shared ambition for achieving sustainable and inclusive economic growth throughout the city region. This influence has been further extended in the past year with strong REC representation on the Elected Member Oversight Committee - which has shaped the ambition and strategic direction of the Regional Prosperity Framework.



Claire Pattullo
Chair, Regional Enterprise Council

REC members bring a broad range of experience, expertise and wide networks to best represent business and the third sector across the city region; and this has been further boosted this year as we welcomed representatives from the Region's Chambers of Commerce and the Federation of Small Business.

REC members actively contributed to the Regional Prosperity Framework vision, and we have continued to help shape the City Region Deal's Benefits Realisation Plan, ensuring that the Deal's inclusive growth focus to reduce inequality and increase wellbeing is at the forefront of its ambition. Guidance has been directly given to strategic sites for housing developments and we are pleased that the Dunfermline Strategic site has received approval. We have encouraged activities to enhance placemaking and that as many construction opportunities as possible go to local people with the help of the Housing and Construction Innovation Skills Gateway and Employer Engagement Initiative. Opinion has also been provided for example on the Logan Review and International Strategy.

The REC is particularly determined to promote the use of Community Wealth Building, to ensure that every Deal programme works together to maximise synergies. The REC advocated for funding for a regional Community Wealth Building project, support which helped secure £185k, of Regional Recovery and Renewal funding to amplify best practice across the city region including Community Benefits, Regional Supply Chain and Fair Employment. This grant was the largest out of the four regional projects backed by the fund.

We look forward to promoting inclusive growth ambitions still further through both City Region Deal activities and wider regional collaboration.

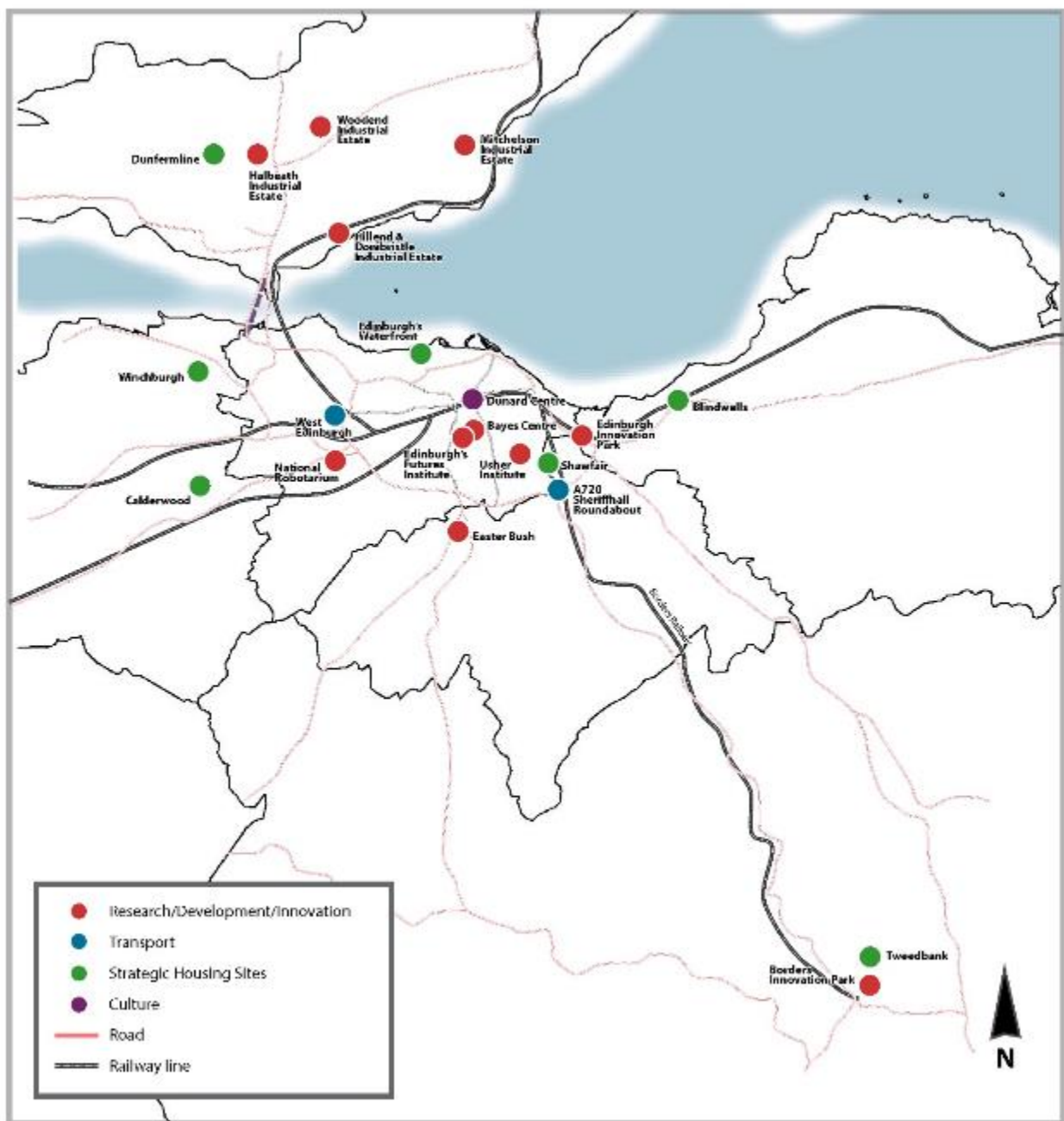
2. CITY REGION DEAL OVERVIEW

STATUS OF PROJECTS AND FINANCES

The Edinburgh and South East Scotland City Region Deal is a £1.3 billion, 15-year programme aimed at driving productivity and reducing inequalities through five key themes:

- Research, Development and Innovation: £791 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

The map below shows where the projects are located across the region:



The 24 City Region Deal projects are listed in the Table below. More detail on the projects, including their current status in Section 4.

Table 1: Status of Programmes and Projects – August 2021

Theme/Programme/Project	Location	(Expected) Business Case Approval	Stage	On Time ?	On Budget ?
Research, Development and Innovation					
Edinburgh International Data Facility (Previously known as World Class Data Infrastructure)	Edinburgh/Midlothian	Dec 18	2. Implement		
Bayes Centre	City of Edinburgh	Dec 18	3. Deliver		
National Robotarium	City of Edinburgh	Dec 18	2. Implement		
Edinburgh Futures Institute	City of Edinburgh	Mar 19	2. Implement		
Usher Institute	City of Edinburgh	Sep 19	2. Implement		
Easter Bush	Midlothian	Mar 21	2. Implement		
Edinburgh Innovation Park (Food and Drink Innovation Hub)	East Lothian	Jun 21	2. Implement		
Fife Industrial Innovation Investment	Fife	Mar 19	2. Implement		
Borders Innovation Park	Scottish Borders	Mar 19	2. Implement		
Integrated Regional Employability and Skills	<i>Cross-Regional</i>	Dec 18			
• Integrated Knowledge Systems	<i>Cross-Regional</i>	Jun 19	3. Deliver		
• Labour Market Analysis and Evaluation	<i>Cross-Regional</i>	Jun 19	3. Deliver		
• Integrated Employer Engagement	<i>Cross-Regional</i>	Jun 19	2. Implement		
• Intensive Family Support	<i>Cross-Regional</i>	Mar 19	3. Deliver		
• Data-Driven Innovation Skills Gateway	<i>Cross-Regional</i>	Mar 19	2. Implement		
• Housing and Construction Infrastructure Skills Gateway	<i>Cross-Regional</i>	Mar 19	2. Implement		
• Workforce Mobility	<i>Cross-Regional</i>	Jun 19	2. Implement		

Transport					
West Edinburgh	City of Edinburgh	TBC	1. Define		
A720 (Sheriffhall Roundabout)	City of Edinburgh/ Midlothian	TBC	1. Define		
Culture					
Dunard Centre	City of Edinburgh	Dec 18 *	1. Define		
Regional Housing Programme	Cross-regional	Sep 19 (work programme report)			
Affordable housing programme	Cross-regional	N/A	1. Define (and 3. Deliver)		N/A
Seven Strategic sites	Cross-regional	Winchburgh: Aug 18 Dunfermline: Jun 21 Others TBC	1. Define (and 2. Implement)		
Innovation and skills	Cross-regional	N/A	2. Implement		N/A
Infrastructure, funding and land assembly	Cross-regional	N/A	1. Define		N/A
Edinburgh Living (housing company)	Cross-regional	N/A	3. Deliver		

*Revised business case under development (see Section 5 for more information).

Key:

Project Stages

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

Red, Amber, Green

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

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

Stages

As of 1 August 2021:

- 6 projects are in Stage 1: Define, which means that the project's business case is yet to be completed (8 in August 2020)
- 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2020)
- 5 are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (3 in August 2020)

Time and Budget

Last year's annual report showed that COVID-19 had affected the delivery of some of the projects, but all were within acceptable time and budget parameters. This year, despite the pandemic continuing to be affect delivery, further progress has been made in implementing the programme.

- 14 projects are considered to be on target to be completed on time (green score) or have been completed on time (6 in August 2020)
- 10 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (18 in August 2019)
- 19 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (15 in August 2019)
- 2 projects are projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (6 in August 2019)

OUR APPROACH TO BENEFITS REALISATION

In taking forward the Benefits Realisation Plan (approved by the [Joint Committee in September 2020](#)) each City Region Deal theme has been examining how best to monitor and evaluate future impacts. Individually, themes have identified a range of approaches (including bespoke surveys, refining existing data and customer relationship management monitoring systems, creating new data sets and adopting the measures used in the [Scottish Government's National Performance Framework](#) and other similar indices).

In reviewing this "long list" of approaches, the Programme Management Office and Theme leads also identified significant opportunities to enhance the efficiency and quality of future impact measurement by, for example:

- Co-ordinating partners' existing data sets and approaches to monitoring and evaluation (M&E) both within the City Region Deal and in co-ordination with other City Region Deals; and
- Accessing information from both Scottish and UK Governments that is not available on an "open basis"; engaging with existing or emerging (Government) initiatives that might support better M&E outcomes; and, benchmarking "best practice" approaches.

To test whether such opportunities might be realised, in March 2021 the Programme Management Office successfully applied for regional recovery and renewal funding from the Scottish Government to undertake a: "feasibility study for a public/private sector data platform to assess the outcomes and impacts of the City Region Deal".

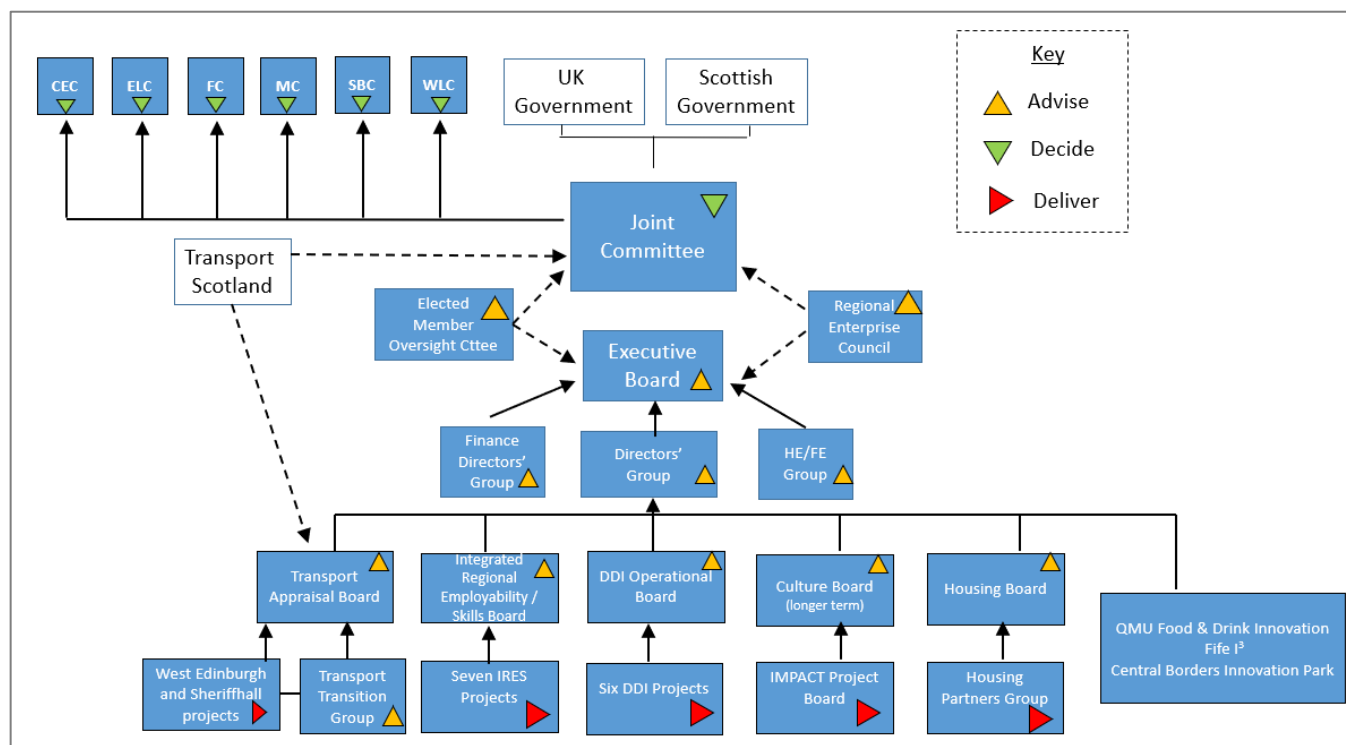
The focus of this study has been to assess the potential, and recommend approaches, to accelerate the co-ordination of data, and the M&E of this data, in a consistent and more efficient way to support the management of benefits realisation for the City Region and potentially other Deal areas.

Based on extensive consultation, and qualitative option appraisals, the study recommends three (complementary) approaches to enhance M&E:

- Support for the newly formed CRD Data Intelligence Group to examine co-ordination of M&E across linked impacts (such as Community Benefits, Environment and Fair Work) as well as the wider co-ordination of M&E and potentially “self-assessment” protocols with other CRDs;
- A cross-CRD approach reflecting the broader opportunity to collaborating and integrating Benefits Realisation Planning and M&E efforts across all the City Region Deals in Scotland (and potentially other home countries); and,
- From positive discussions to date with the Scottish Government, there may be longer term opportunities to both access data for the purposes of testing net impacts and co-developing M&E practices/reporting.

GOVERNANCE

The City Region Deal has a comprehensive governance structure, as shown below. This is summarised in the diagram below. There is more detail on the Boards and Groups in Section 3 of the [Deal Document](#):



3. FINANCIAL STATEMENT

This City Region Deal identifies new and more collaborative ways that partners will work with UK Government and Scottish Governments to deliver change to the city regional economy. The Governments will jointly invest £600 million over the next 15 years and regional partners committed to adding in excess of £700 million, overall representing a deal worth £1.3 billion. A summary of the City Region Deal total over a fifteen-year period is shown in the Table 2:

Table 2 Edinburgh and South-East Scotland City Region Deal Financial Summary

Project	SG contribution (£m)	UKG contribution (£m)	Partner contribution (£m)	Total amount (£m)
Food and Drink Innovation Campus	1.42	28.58	22.00	52.00
Bayes Centre	2.24	30.31	68.50	101.05
National Robotarium	1.43	21.04	-	22.47
Edinburgh Futures Institute	2.24	55.68	131.38	189.30
Usher Institute	0.73	48.46	35.40	84.59
World Class Data Infrastructure	0.67	78.93	111.03	190.63
Easter Bush	1.27	16.10	25.23	42.60
Easter Bush Link Road	-	10.90	19.10	30.00
Business Innovation – Fife	35.00	-	14.43	49.43
Business Innovation – Scottish Borders	15.00	-	14.05	29.05
Total Research, development and innovation	60.00	290.00	441.12	791.12
IMPACT/Dunard Concert Hall	10.00	10.00	24.99	44.99
Total Culture	10.00	10.00	24.99	44.99
Integrated Regional Employability & Skills Programme	25.00	-	-	25.00
Total Integrated Regional Employability & Skills	25.00	-	-	25.00
Sheriffhall Roundabout Upgrade*	120.00	-	-	120.00
West Edinburgh Public Transport Infrastructure	20.00	-	16.00	36.00
Total Transport	140.00	-	16.00	156.00
New Housing Partnership (Edinburgh Living LLP) **	15.00	-	248.00	263.00
Housing Infrastructure**	50.00	-	-	50.00
Total Housing	65.00	-	248.00	313.00
Grand Total	300.00	300.00	730.11	1,330.11

*Includes £120m for Sheriffhall roundabout to be delivered by Transport Scotland

** Funding issued by Scottish Government (Housing)

The City Region Deal Financial Summary for the period of April 2020 to March 2021 is set out in Table 3. Total expenditure and grant claimed for the year, amounts to £59.07 million. With £56.72 million on Capital projects and £2.35 million on the Revenue programme.

Table 3 Edinburgh and South-East Scotland City Region Deal 2020-21

Project	2020-21		Cumulative (2018/19 - 2020/21)	
	CRD Spend (£'000)	CRD Grant claimed (£'000)	CRD Grant claimed (£'000)	CRD Grant % claimed
Food and Drink Innovation Campus	0	0	0	0
Bayes Centre	0	0	32,545	100.0%
National Robotarium	1,054	1,054	2,054	9.1%
Edinburgh Futures Institute	15,679	15,679	49,899	86.2%
Usher Institute	4,244	4,244	5,748	11.7%
Edinburgh International Data Facility <i>formerly (WCDI)</i>	15,563	15,563	32,987	41.4%
Easter Bush	16,424	16,424	16,424	94.6%
Easter Bush Link Road	0	0	0	0.0%
Business Innovation – Fife Industrial Innovation Investment	3,620	3,620	5,053	14.4%
Business Innovation – Scottish Borders Innovation Park	119	119	200	1.3%
Total Research, development and innovation	56,704	56,704	144,910	41.4%
IMPACT - Dunard Concert Hall	0	0	0	0.0%
Total Culture	0	0	0	0.0%
Integrated Regional Employability & Skills Programme	2,354	2,354	3,411	13.6%
Total Integrated Regional Employability & Skills	2,354	2,354	3,411	13.6%
Sheriffhall Roundabout Upgrade*	762	762	4,453	3.7%
West Edinburgh Public Transport Infrastructure	14	14	14	0.1%
Total Transport	776	776	4,467	3.2%
New Housing Partnership (Edinburgh Living LLP) **	5,000	5,000	15,000	100.0%
Housing Infrastructure**	0	0	0	0.0%
Total Housing	5,000	5,000	15,000	23.1%
Grand Total	64,833	64,833	167,788	28.0%

*Scottish Government funded. Transport Scotland taking forward scheme delivery.

** Funding issued by Scottish Government (Housing)

The City Region Deal cumulative grant claimed total for the period of April 2018 to March 2021, amounts to £167.8 million. This includes funding issued by Transport Scotland and Scottish Government Housing Department.

4. THE DEAL – SUMMARY OF PROGRESS

This section summarises the themes, programmes and projects within the City Region Deal. It details the progress that has been made in line with the Implementation Plan and highlights any current risks.

Quarterly performance reports are shared between the PMO and Governments throughout the year and are published at each Joint Committee meeting.

RESEARCH, DEVELOPMENT AND INNOVATION

Data-Driven Innovation

In last year's report, the [Data-Driven Innovation](#) (DDI) programme reported that it had drawn down almost £90m in Government funding via the City Region Deal, as investment for the creation of the Data-Driven Innovation hubs – the Bayes Centre, Edinburgh Futures Institute, Usher Institute, Easter Bush, and National Robotarium – co-delivered with Heriot-Watt University. This year, total drawdown in the local authority financial year to 31 March 2021 was £51.9m.

Despite the considerable challenges of COVID-19, delivery against targets continues at pace. There have been over 40,000 enrolments on DDI talent qualifications and courses and more than 100 entrepreneurial companies have been supported or created. In DDI-related research income, over £300m has been recognised and nearly £100m has been committed in DDI industry partnerships.

In March, £74m of City Region Deal funding was approved for a new AgriTech hub at the Easter Bush campus. This was the last of five DDI business cases to be approved by the City Region Deal's joint committee, and so represented a major milestone. The Easter Bush investment will support the combining of research and technology to improve the efficiency and output of agriculture and enhance worldwide food security.

Also in March, the Usher Institute led the first national study to confirm that vaccination was linked to a substantial reduction in the risk of COVID-19 admissions to Scotland's hospitals. The research showed that by the fourth week after receiving the initial dose, the Pfizer and Oxford-AstraZeneca vaccines reduced the risk of hospitalisation by up to 85 per cent and 94 per cent, respectively.

Ground-breaking research like this is supported by vital data infrastructure, which the DDI programme is also helping to create in the city region. In autumn 2020, the ['DataLoch'](#) repository was created to bring together health and social care data for the first time, driving forward data-driven approaches to improving care. This was followed in February 2021 with the purchase of the world's fastest AI computer, the Cerebras CS-1, for the [Edinburgh International Data Facility](#). Cerebras CS-1 will be used for unprecedented AI scalability and massive data handling capability, ultimately providing a fantastic facility for DDI activity and research.

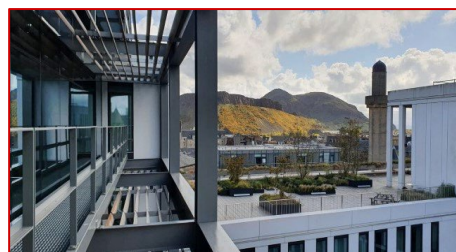
SUPPORTING REGIONAL COVID-19 RECOVERY

Apart from supporting the creation and development of the DDI hubs, one of the year's main highlights was coordination by the DDI programme of £4m of COVID-19 recovery funding from the Scottish Funding Council. The funding was split into three strands; 'Building Back Better', 'Supporting recovery and growth through entrepreneurship' and 'Adapting to new ways of operating' delivered in coordination between the DDI hubs, and other teams across the University of Edinburgh.

As part of this, DDI issued an 'open call' for research proposals and awarded funding to 21 projects to apply data-driven innovation for economic and social recovery in the city region. These included projects to tackle homelessness, promote tourism recovery, and job retention in the football industry. A tool to help farmers make better decisions about what to feed their livestock has generated a wealth of open-access data.

BAYES CENTRE

The [Bayes Centre](#) is the University of Edinburgh's innovation hub for data science and artificial intelligence. It offers a new kind of collaborative, multidisciplinary proving ground where we develop innovative technological solutions for the benefit of society. It is a community of internationally recognised scientists, outstanding PhD students, leading industry experts and innovation support professionals, working together across disciplines and sectors to advance data technology and apply it to real-world applications.



The Centre builds on the University's academic excellence in the mathematical, computational, engineering, and natural sciences, and translates these combined strengths to impact with a focus on the application of digital technology, robotics and autonomous systems, and space and satellites to the challenges of our partners. Data science education, tech entrepreneurship, and industrially driven, multidisciplinary R&D are the core pillars of its strategy to boost the University's impact across the city, region, nationally, and internationally through new activity that complements the existing strengths of our community.

In the context of the communities we serve, the Bayes Centre strategy involves focussed effort to collaborate with and across the DDI and College networks, providing Bayes services and expertise in key areas to support targets and priorities across all sectors and research strategy.

Having opened in October 2018, the Bayes Centre has a growing track record of activities and outputs - including the creation of almost 400 new high-value jobs, generating £38m of R&D investment, and helping start-ups raise over £90m, and engaging over 7000 people in up-skilling activities. Work has progressed at pace despite the COVID-19 disruption in 2020/21, with the team looking forward to welcoming a range of new members and partners during 2021/22 to supplement the 30 external organisations and programme participants who are co-located in the award-winning £40m Bayes Centre building.

The Bayes vision for 2021-22 is to reinvigorate industry engagement, expand the support we provide to research communities, and enhance the sustainability of our educational and entrepreneurial programmes. Our strategy is closely linked to the University's objectives around becoming the Data Capital of Europe, expanding our global leadership in AI and the use of data with integrity, enabling global and lifelong participation through digital learning programmes, and amplifying our impact through external partnership and co-creation of innovative solutions to societal challenges.

Headline achievements in the past year

- Expanded the [Data Skills Workforce Development](#) (WFD) Portfolio from five courses in 19/20 to 15 courses, and increased student numbers (442 student course enrolments) in data science online learning programmes; Data Science, Technology, and Innovation (DSTI) in 20/21.
- Provided leadership in expanding data science education and training provision as part of the University's Curriculum Transformation Programme.
- Supported a broad range of major interdisciplinary research funding bids with major data science components.
- Led development of the University AI Strategy, creating opportunities to expand growth of DDI activities and articulation of future contributions to Scottish and UK national AI strategies.
- By the end of March 2021, undertook over 2,000 significant interactions with public, private and third sector organisations.
- Cohort four of the [Bayes AI Scale-up Accelerator](#), received over 90 applications of which 15 were successful; 36 companies were selected to form the EIE21 cohort, with the event proceeding virtually on 10 June 2021.

Next Milestones

The Bayes vision for 2021-22 is to reinvigorate industry engagement, expand the support provided to research communities, and enhance the sustainability of our educational and entrepreneurial programmes. Our strategy is closely linked to the University's objectives around becoming the Data Capital of Europe, expanding our global leadership in AI and the use of data with integrity, enabling global and lifelong participation through digital learning programmes, and amplifying our impact through external partnership and co-creation of innovative solutions to societal challenges.

Due date	Milestone
Oct 2021	Establish collaboration structure with National Robotarium , identifying opportunities for growth in Robotics and Autonomous systems across UoE and HWU, and supporting coordination of DDI delivery activity in this area.
Oct 2021	Broaden academic engagement through an Academic Affiliate model and build on recently established series of Bayes Forum townhall and Turing@Edinburgh events to strengthen connectivity and awareness of Bayes activity across University-wide academic communities.
Dec 2021	Support the development of new Space & Satellites Earth Observation PGT Programme , coordinating the delivery of a first Earth Observation PGT course en-route to establishing a new MSc within the School of Geosciences.
Jan 2022	Pursue funding to support entrepreneurship and industry engagement objectives through renewal of the Bayes Innovation Programme, with particular focus on extending the profile and reach of the EIE programme.
Jan 2022	Develop a long-term Bayes Data Strategy within the context of wider EIDF developments.
Jan 2022	Enhance general data science provision at all levels of the University of Edinburgh curriculum, whilst developing a curricular structure that enables student access to entrepreneurship and scale-up activities.
Apr 2022	Develop collaborative propositions in Digital Twinning for urban living and infrastructure.
Jul 2022	Create five major funding propositions in Space & Satellites with a focus on climate AI/sustainability/net-zero research, strengthening collaborative links across UoE and with STFC, and Satellite Applications Catapult.
Jul 2022	Drive strategic growth in AI and Health by bringing together academic networks and developing five major funding propositions with significant Bayes leadership, working closely across the other DDI hubs and with colleagues in key university schools.
Jul 2022	Continue to develop the portfolio and sustainability of Workforce Development courses, aiming to build on current portfolio with a target of 500 enrolments. Secure an institution-wide business model to evidence sustainability beyond the existing SFC funded period.
Jul 2022	Build a pipeline of fifteen commercialisation opportunities in Space & Satellites and deliver five industry engagement events.

CASE STUDY – EIE 2021

The [EIE21](#) technology investor showcase event took place on 10 June 2021, and was once again held over a bespoke 6Connex virtual platform. The investor day showcased 35 data-driven cutting-edge tech start-ups as they pitched for funding from seed to series A.



After a Welcome from Kate Forbes MSP, Scottish Government Cabinet Secretary for Finance and the Economy, the day got underway with 25 companies completing 3-minute pitches during the morning session. In the afternoon session 10 companies had the opportunity for extended pitches which lasted for five minutes, followed by five minutes Q&A from Investor Panels.

The 10 companies delivering an extended pitch were: [Beta Bugs](#), [Bridgeweave](#), [Earth Blox](#), [GoBubble](#), [Ionburst](#), [iOpt](#), [Libereat](#), [Nebu-Flow](#), [Net AI](#) and [Transwap](#), all of whom were eligible for being voted as Pitch of the Day by the EIE21 audience.

From this fantastic line up, Ionburst stood out from the crowd and received the most votes to emerge as the Pitch of the Day winner. The company's platform addresses data leaks in the cloud for SMEs and larger corporates at a time when hackers and ransomware are becoming more prevalent worldwide.

"We're delighted to win EIE21, it's such a prestigious event and the standard of competition was incredibly high, and now that EIE has showcased us we look forward to speaking to investors that want to help us build a global business." Anne Lanc, Chief Financial Officer, Ionburst

The audience also got to hear from a world class speaker line-up that included Sir Ronald Cohen, Chairman of the Global Steering Group for Impact Investment, Professor Peter Mathieson, Principal and Vice Chancellor of the University of Edinburgh, Mike Welch OBE, Founder of Tirescanner, and Lesley Eccles, Founder of Hello Relish, and co-Founder at FanDuel.

EASTER BUSH

The East Bush Agritech Hub seeks to leverage the existing world-class research institutes and commercialisation facilities in order that Easter Bush is a global location of agriscience and agribusiness excellence. The Easter Bush AgriTech Hub aims to develop world-leading research capability in data science. It will address skills shortages and gaps in the industry, as well as encourage graduates to set up or join micro-agritech companies. The Hub will bring together researchers from the University of Edinburgh and other higher education institutions, along with commercial, public and third sector organisations, in collaboration with project partners Midlothian Council.



The AgriTech Data Hub is nucleated at the [Royal \(Dick\) School of Veterinary Studies](#) Easter Bush Campus – Europe’s largest concentration of animal science research expertise – where [the Roslin Institute](#) is located, with reach across the whole University of Edinburgh. The Hub will foster collaboration between researchers and companies to contribute to global food systems, work towards net zero carbon in the agriculture sector, combat animal disease, and to inform food and environmental policies.

Experts in the Hub will use data to develop genetics and health innovations for agricultural science and business, and to build initiatives, prediction and preparedness into novel systems of production. It will work in innovative areas, such as data-driven breeding and aquaculture, to enable data generation and analysis that will improve the agriculture industry worldwide. The investment will transform the scale and impact of agricultural technology in outputs from teaching, research, and innovation.

Road improvements to create the A701 relief road and A702 link will provide enhanced access to the Easter Bush campus, suitable for a campus of this scale, from Edinburgh city centre, other University campuses and the surrounding regions, thus ensuring that the campus can continue to grow, and further development can be planned and implemented.

Headline achievements in the past year

- Easter Bush ‘Green Book’ business case approved by City Region Deal Joint Committee in [March 2021](#), and delivery oversight group established in conjunction with Midlothian Council.
- [Easter Bush Science Outreach Centre](#) provided downloadable primary and secondary science resources which engaged with over 42,000 learners.
- Adapted Easter Bush facilities for COVID-19 research and ensured that research activities took a lead role in COVID-19 research activity for the University whilst contributing to the national response.
- Undertook a broad range of activities with external organisations, for example, delivered Food and Farming Futures workshop to explore Agritech opportunities and challenges in a post-Brexit world.
- Launched €2m initiative to develop an online hub to provide accurate, evidence-based information on the use of cells and genetic material to treat disease.
- Since the launch of the [Food & Agriculture Science Transformer \(FAST\)](#), six Founding Analysts/Co-Founders have been recruited with five start-ups being established. Of these ‘newcos’, three are potential [Roslin Innovation Centre](#) tenants.
- Supporting Evidence Based Livestock (SEBI), launched a new five-year programme, ‘[SEBI-Livestock](#)’ which will continue work to monitor the impact of livestock investments, supported by a circa \$8m grant from the Bill and Melinda Gates Foundation.

- Established an Easter Bush Working Committee to enhance the strong working relationships between the University of Edinburgh, Midlothian Council and local communities. It will review, assess and scrutinise the implementation of the Agri-tech and transport workstreams against the stated timescales and funding drawdowns projected in the Business Case, and will take forward specific activities related to the successful implementation of the Business Case.

Next Milestones

Due Date	Milestone
Apr 2022	Establish a Centre for Aquaculture Genetics and Health (CAGH), developing a business plan to enable a step change in the aquaculture genetics activity for the Agritech Hub.
Apr 2022	Deliver the A3 (Animal Health, Agritech, Aquaculture) conference , now rescheduled to 2022. A3 Scotland 2022.
Jul 2022	Further develop and scale up activities in line with approved Agritech Talent Plan, with specific deliverables in Global Food Security and Nutrition & MSc course in Planetary Health.
Jul 2022	Develop a long-term data strategy and platform appropriate for the future growth in research and adoption activity.
Jul 2022	Strengthen relationship with the new companies that have formed from F.A.S.T. and support the next stage in their development.

CASE STUDY – CROWD-SOURCED DATA SHOWS WHAT LIVESTOCK EAT

A tool to help farmers make better decisions about what to feed their livestock has generated a wealth of open-access data.

You are what you eat, as the old adage goes, also applies to livestock. An animal’s feed closely determines its health, and its ability to produce high-quality milk, meat or eggs.

By the same logic, better animal products provide better nutrition to people, and more income to livestock-keepers. Farmers, extension workers, researchers and policymakers working on livestock need a good understanding of animal feeds.

Now a tool makes it possible to visually explore standardised data on what livestock eat.

The data behind the visualisation was generated using the [Feed Assessment Tool](#) (FEAST) and is the product of thousands of data uploads from more than 150 sites in 14 countries. Researchers at the Global Academy of Agriculture and Food Security and the International Livestock Research Institute (ILRI) helped initiate the development of the FEAST Tool, which helps users assess overall availability of feeds, the quality, and the seasonality in a particular site.

The FEAST tool and the global data repository are available to anyone working on livestock feeds, and to anyone more generally interested in understanding the livestock sector in low-and middle-income countries.

“Sound feed-related data are a requisite for formulation of good policies for sustainable livestock development.” Harinder Makkar, International Development Expert in Sustainable Livestock Production



EDINBURGH FUTURES INSTITUTE

The purpose of the Edinburgh Futures Institute (EFI) is to pursue knowledge and understanding that supports the navigation of complex futures. EFI's distinctiveness stems from our approach to research, education and engagement – an approach that combines multi-disciplinarity with co-production. Working with industry, government and communities at home and abroad, we are building a challenge-led and data-rich portfolio of activity that has demonstrable ethical, social, cultural, economic and environmental impacts.

The biggest challenges facing societies globally are complex and interconnected. Our approach recognises that insight and innovation can come from bringing the arts, humanities and the social sciences into contiguity with data science, engineering, the natural sciences and with medicine. And our ethos and commitment to co-production stems from the University's historic principles of the 'democratic intellect', updated now in Strategy 2030. These principles focus on the civic responsibilities of the University in working with and for its wider communities, and the importance of opening up education to all who can benefit.

EFI's data driven innovation programme focuses on four key sectors: financial services (including fintech); creative industries; tourism and festivals; and public services (including data civics). It is underpinned by two cross cutting themes: the ethical implications of data analytics and artificial intelligence; and the future infrastructure needed to drive social, economic, environmental and cultural inclusion.



Headline achievements in the past year

- Following cross-University scrutiny involving industry input, EFI gained approval for six innovative, interdisciplinary postgraduate degrees to be delivered from September 2022. 12 postgraduate courses and three further undergraduate courses will be piloted from September 2021. EFI's 'fusion' teaching model uses technologies and research-led teaching methods to support interaction and collaboration between students located in different settings.
- EFI developed and published its research strategy; supported colleagues across the University to secure major interdisciplinary research funding awards totalling £25m and provided input to the development of a further £96m funding proposals. Working with the Centre for Data, Culture and Society EFI continued to build capacity in interdisciplinary data-driven research through grants to support networks and projects.
- Launched the Centre for Technomoral Futures, supported initially with a generous gift from global investment firm Baillie Gifford, with a mission to unify technical and moral modes of future-building expertise in new models of research, education, design and engagement that directly serve the goals of sustainable, just and ethical innovation.
- Launched the EFI TravelTech Cluster, supported by Scottish Enterprise funding, to enable the tourism sector and digital companies to explore new opportunities for growth by building connections across the TravelTech sector.
- On behalf of the University of Edinburgh, launched the Edinburgh Futures Conversations event series to promote global understanding and cooperation, and to contribute action-oriented thinking to the public debate about the world's response to COVID-19. The first event, *The Future of Health*, saw experts from around the world share their perspectives of the pandemic and explore how to change and reshape public health systems to transform outcomes. In addition the EFI events programme delivered a range of events attracting over 3,000 members of the public.

- Developed the Data and Design Lab concept, in partnership with the Bayes Institute, and delivered four demonstrator projects using design thinking to support businesses and communities in the City Region to respond to and recover from the COVID-19 pandemic.
- Through the Creative Informatics programme, launched, supported nine new Resident Entrepreneurs, and partnered with Marchmont House in the Scottish Borders to host the next round of the Scheme.
- Developed and delivered new Continuing Professional Development training in each key industry sector, focused on supporting businesses to understand how effective use of data can contribute to their recovery and sustainable development post-Covid.

Next Milestones

Due Date	Milestone
Jul 2022	Pilot new postgraduate taught and undergraduate courses, using outputs to inform future development and delivery.
Jul 2022	Appoint Chancellor's Fellows posts and Post-Doctoral Research Assistants to develop strategic interdisciplinary research areas.
Jul 2022	Building on EFI Partnership Strategy, develop co-location proposition and secure partnership agreements in advance of EFI building opening in 2023.
Jul 2022	Continue production of data sets through the course of relevant EFI research and adoption projects.
Jul 2022	Continue to encourage entrepreneurship across the EFI student community, and particularly within the Finance, Technology and Policy Post Graduate Programme, working with Edinburgh Innovations to support start-up activity focused in key industry sectors.

Strategic Added Value

- During 2020/21 the UNICEF Data Collaborative for Children moved from its initial home in DataLab to EFI. We anticipate significant added value for both projects as we learn together from each other's work, and as EFI develops world-leading capacity – enhanced by recent significant philanthropic gifts – in the responsible and effective use of data to improve children's lives. any links with other CRD projects.
- EFI has worked closely with colleagues in the Bayes Institute on the Data Lab, developing demonstrator projects across the City Region and beyond to address the needs of its key industry sectors in the wake of the pandemic.
- New postgraduate provision in Sustainable Futures is in development. EFI's integrated approach to co-design and co-creation across its teaching and research means working with local stakeholders to define the challenge and explore, and interrogate, potential solutions.

CASE STUDY 1: EFI DESIGN LAB – FUTURE OF THE HIGH STREET

As part of the Scottish Funding Council-funded response to COVID-19, EFI delivered a six-month project combining citizen engagement and co-design with urban data and research. Led by Jenny Elliot, chartered landscape architect, urban designer and smart places lead at EFI, the project's aim was to better understand challenges and opportunities for the high street both prior to and in light of the pandemic.

The project began by gathering insights from high street stakeholders - residents, businesses, organisations - through a co-design process involving surveys, digital co-design workshops and youth activities. Six ideas to tackle common high street challenges were developed in collaboration with local businesses and other stakeholders in Dalry, Edinburgh and Dalkeith, Midlothian. Two of these 'high street tweaks' were selected to be prototyped, piloted and evaluated during June. The 'tweaks' aimed to produce some immediate benefit for high street businesses and the high street more holistically as a place, whilst exploring potential for longer-term adaptation, resilience or improvement.

A variety of data collection methods were used to evaluate the prototypes against a framework agreed by the stakeholders in advance. Early results were positive: perceptions of local 'place quality' increased by almost a third at both locations.

Work will now continue with the local authority and a local development trust to take forward these changes on a permanent basis with a view to enhancing the local environment and helping businesses and communities to recover.

CASE STUDY 2: LAUNCH OF CENTRE FOR TECHNOMORAL FUTURES

The Centre will host leaders, creators and innovators from academia, technology, business and the third sector to discuss the possible futures we can build in Scotland and the world as we emerge from the most challenging years of the century.

The Centre was launched on Thursday 29 April 2021 with an evening of conversation about how technical and moral intelligence can be brought together to lead us out of crisis and into hope.

The event introduced the Centre's first-year, interdisciplinary PhD students and shared the Centre's mission to bridge the divide between technical expertise and moral wisdom.

At the event, a distinguished panel of industry practitioners and academics discussed whether the idea of 'technomoral futures' is an oxymoron? That is, do technology and morality necessarily take us on different paths? Or do they represent two keys to wise and sustainable futures that must be turned together?



**Centre for
Technomoral
Futures**

EDINBURGH INTERNATIONAL DATA FACILITY

Achieving the aims of the DDI programme requires a powerful, high-capacity and flexible data infrastructure capable of responsive and secure delivery of an expanding range of complex and bespoke data and analytical services. These activities also demand a level of service (e.g. resiliency to the loss of power, redundancy of equipment to mitigate the impact of sudden failures) that is not normally required for research computing applications and is not currently supported by existing facilities.



The [Edinburgh International Data Facility](#) (EIDF) consequently consists of four complementary components:

- EIDF computer room: a new high resiliency computer room at [the Edinburgh Parallel Computer Centre's](#) Advanced Computing Facility to complement the other three computer rooms that are focussed on supercomputing system provision for research users;
- Data and software infrastructure: the underlying private cloud computing and data infrastructure to support the DDI programme. As part of this component, both Open Source and paid-for advanced data analytics and other software infrastructure will be delivered;
- Internet of Things (IoT) infrastructure: a regional IoT network for the city region will be created. This part of EIDF is the responsibility of the University's Information Services Group; and
- Regional Data Haven: a regional data haven for local public data, sourced initially from City Region Deal partners, will be created to support a smart public data generation infrastructure.

Headline achievements in the past year

In summary, despite the ongoing impact of COVID-19, Phase 1 of EIDF is a reality, and the focus in 2021/22 will shift from infrastructure build to service delivery. Below is a list of the key aspects delivered during 2020/21.

- Launch of a beta service of the Scottish Medical Imaging Archive within the National Safe Haven (November 2020).
- Completion and handover of the new EIDF Computer Room ("CR4") (December 2020).
- Procurement and installation of the main Phase 1 IT Equipment (March 2021).
- Procurement and installation of Europe's first Cerebras CS-1 dedicated AI system (March 2021).
- Completion of software engineering for the EIDF Data Science Cloud service (June 2021).
- Completion of a number of activities under the IoT Programme including UoE building occupancy monitoring; and, engagement with East Lothian Council's Beach Tourist Car Parks.

Next Milestones

Due Date	Milestone
Oct 2021	<p>Data Science Cloud Service:</p> <p>The Data Science Cloud (DSC) will be the principal point for contact for EIDF users. The service will provide "virtual desktops," browser-based access to virtual machines (VMs) running on the EIDF cloud. These VMs will be provided pre-configured with data science tools, selectable by users at application time. Users will be able to install their own additional software as needed. DSC users will have private workspaces and visibility of the shared</p>

	analytics-ready data layer that will grow over time to form a rich data lake at the heart of EIDF.
Jan 2022	<p>High-performance Data Analytics Services:</p> <p>From their VM desktops DSC users will have access to high-performance versions of both R Studio and Jupyter Hub, for scaling out R and Python workloads. These services will offer flexible cluster-based scaling and more traditional high-performance computing on both the new HPE Superdome Flex systems and on EPCC's existing national high-performance computing services. Access to the Cerebras CS-1 will also be part of this suite of services.</p>
Apr 2022	<p>Private Safe Haven Services:</p> <p>Projects that require secure environments for work on sensitive data can benefit from EIDF's Project Private Zone (PPZ) service. A PPZ is an isolated project zone within the EIDF Safe Haven Services hosting environment dedicated to a single project. PPZs provide security controls which disallow data extraction by users, restrict network traffic and provide managed gateways for an information governance team, independent of the users, to authorize the movement of data into and out of the PPZ.</p>
Jul 2022	<p>Data Management Services:</p> <p>Previews of the long-term data hosting service, currently being developed in partnership with early adopters from Data Slipstream and the National Collection of Aerial Photography, will begin by Dec 2021. We will develop these early versions towards a full digital preservation service over the course of this year and beyond. Development of the EIDF Data Catalogue, prototyped in 20/21, will continue and extend. We anticipate that the EIDF catalogue will form the heart of a network of connected catalogues from different disciplines and for different organisations, requirements for which have emerged during the latter half of 20/21. These include catalogues for Public Health Scotland and the new Research Data Scotland initiative, for DataLoch and for the Scottish Medical Imaging Archive.</p>
Jul 2022	<p>Regional Data Haven:</p> <p>The Regional Data Haven is designed to support projects using regional data, including those from the City Region Deal Local Authority (LA) partners, and conversely projects from partner LAs needing access to broader-based datasets. It will be developed in close alignment with the Research Data Scotland initiative launched in 2021 and will build on the Safe Haven Services developed for EIDF over the last five years. In concrete terms, through 21/22 we will:</p> <ul style="list-style-type: none"> • initiate capacity-building pilot projects with City of Edinburgh and Fife Councils on data integration, leveraging the new EIDF infrastructure, general access, and Safe Haven services; • work with Local and Scottish Government within the envelope of Research Data Scotland to develop a programme of implementation for data access across the region; and, • build on the former activities to create an exemplar Regional Data Haven as a demonstration for DDI Local Authority partners of the art of the possible.
Jul 2022	<p>IoT Service:</p> <p>The EIDF IoT Service provides leading IoT facilities and technical expertise to the DDI hubs, academia, industry, commerce, and the public sector across the South East Scotland region. Through our broad range of activity, we support all the DDI programme TRADE goals. During 2021/2022 we plan to:</p>

	<ul style="list-style-type: none"> • start the rollout of the IoT in Schools Service to primary and secondary schools across the south east of Scotland, with an initial pilot to 20-40 schools; • start expanding the IoT Research & Innovation regional sensor across Edinburgh and South East Scotland region; • progress IoT Research & Innovation developments, phase 2, including planning migration to new EIDF Phase 1 infrastructure; • continue Data Town developments; • continue development of UoE smart campus, e.g. building occupancy monitoring and managing space utilisation; • leverage the IoT service to support the University's joining of the UK Collaboratorium for Research in Infrastructure and Cities.
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CASE STUDY – CEREBRAS SYSTEMS AI SUPERCOMPUTER SELECTED TO RAPIDLY ACCELERATE AI ACTIVITIES



[Cerebras Systems](#), the pioneer in high performance artificial intelligence (AI) compute has been selected to supply the Cerebras CS-1 for installation at the Edinburgh International Data Facility. This leading-edge AI deployment enables the next wave of natural language processing (NLP) and data science research for public, private and academic sectors across the City Region and the UK.

The system, the first CS-1 deployment in Europe, will provide unprecedented AI scalability and massive data handling capability, greatly reducing training time - the most time-intensive part of AI - enabling many more ideas to be tested. The system will be available for academic researchers and data scientists in the public and private sectors.

In AI compute, large chips process information more quickly, producing answers in less time. The CS-1 is built around the world's largest processor, the WSE, which is 56 times larger, has 54 times more cores, 450 times more on-chip memory, 5,788 times more memory bandwidth and 20,833 times more fabric bandwidth than the leading graphics processing unit (GPU) competitor. The CS-1 has won numerous awards including Fast Company's Best World Changing Ideas, IEEE Spectrum's Emerging Technology Awards, Forbes AI 50 2020, HPC's Readers' and Editors' Choice Awards and CBInsights AI 100 2020.

"We are excited to bring our industry-leading CS-1 AI supercomputer, coupled with HPE's advanced memory server, to EPCC and the European market to help solve some of today's most urgent problems. Our vision with the CS-1 was to reduce the cost of curiosity, and we look forward to the myriad experiments and world-changing solutions that will emerge from EPCC's regional data centre." Andrew Feldman, CEO and co-founder of Cerebras

NATIONAL ROBOTARIUM

The [National Robotarium](#) is a world-leading centre for Robotics and Artificial Intelligence. Its responsible and collaborative approach creates innovative solutions to global challenges. Its pioneering research moves rapidly from laboratory to market, developing highly skilled visionaries and delivering substantial benefits for society. Its ethos is People centred; Intelligence driven.



This research and development facility translates cutting-edge research into technologies to create disruptive innovation in an expanding global market in robotics and autonomous systems, delivering sustainable economic benefit to the city region, Scotland and the UK.

As global leaders in Robotics and Autonomous systems, Heriot-Watt University and the University of Edinburgh explore collaborative interaction between humans, robots and their environments at all levels. The National Robotarium will leverage existing research and the expertise of UK industry with the significant market opportunity of Robotics and autonomous systems. Building capacity across complementary areas of embedded intelligence and expert systems, the National Robotarium will link to other UK and international research locations to attract further inward investment.

The £22.4 million purpose-built centre, opening in early 2022, will have unrivalled facilities adding to our existing laboratories in Ocean Systems, Human Robotic Interaction and Assisted Living.

With a strong focus on entrepreneurship and job creation, the National Robotarium will offer an ecosystem for industry collaboration where humans and robots work in partnership.

Headline achievements in the past year

- Commencement of construction on the Heriot-Watt University Edinburgh Campus in January 2021.
- The [ORCA Hub](#), led by Heriot-Watt University and the University of Edinburgh, has secured £2.5 million of further funding from UK Research & Innovation (UKRI), supporting its work developing robots to make offshore infrastructure inspection and repair safer.
- Award of the £3.8 million [UKRI Trustworthy Autonomous Systems](#) (TAS) Node in Trust to drive forward cross-disciplinary fundamental research to create the autonomous systems of the future led by Prof. Helen Hastie.
- Prof. Subramanian Ramamoorthy appointed to lead the £3.2 million governance and regulation of TAS Node. The team is tasked with developing a novel framework for the certification, assurance and legality of TAS, addressing whether such systems can be used safely.
- Formation of Industrial Advisory Board with first meeting in June 2021. The board comprises seven industry leaders across a variety of sectors, chaired by Prof. Sir John McCanny.
- Launch of four-year Robotics programme in collaboration with Ocean University of China which will recruit up to 120 students annually.
- Launch of our Pilot Schools Programme with initial funding in place for first 3 years. This will involve the recruitment of two interns to support coding projects at High School and associated feeder primary schools using Sphero robots.

Next Milestones

Due Date	Milestone
September 2021	Appointment of National Robotarium CEO.
February 2022	Completion of construction on Heriot-Watt University Edinburgh Campus.

March 2022	National Robotarium fully operational.
April 2022	First National Robotarium Strategic Partners onboarded.

Strategic Added Value

The development of the National Robotarium is aligned with the strategic focus of both Universities and with the Data-driven innovation theme. The core strategic focus of Heriot-Watt University is: *Strengthen research intensity in fields of economic and societal benefit; Provide truly global education while maintaining our Scottish roots; and Deliver excellent student experience and highly employable graduates.*

The National Robotarium is actively identifying opportunities with our colleagues across the DDI programme. These examples include:

- Collaborate with Bayes Centre to support activities in Robotics and Autonomous systems across UoE and HWU, driven by the academic expertise of the Edinburgh Centre for Robotics.
- Discussions underway around a partnership with Edinburgh Futures Institute to develop CPD and other talent offerings on ethics in robotics. The UKRI Trustworthy Robotics programme can be a foundation for collaboration.

During the procurement and completion of the National Robotarium main construction contract we focussed on the delivery of an ambitious Community Benefits plan with agreed KPIs on variety of areas including youth and school engagement, work placements and job creation within an inclusive growth approach.

Public Engagement is an integral part of our research practice at the National Robotarium. By actively embedding this into our work, we will enhance the skills and attitudes of all those taking part and ensure our research is socially conscious and relevant.

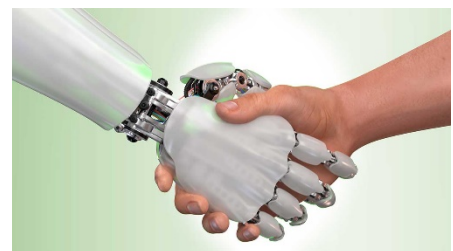
The vision is to create a sustainable programme of engagement focused on robotics and artificial intelligence, putting our audiences at the heart of our offering through increased public understanding and critical appreciation of robotics/AI. The National Robotarium will be fully engaged in policy making on robotics and AI, from ethics to standards and public understanding. Some highlights include:

- Launch of Pilot Schools programme involving senior School students (S4-6) working with Primaries (P5-7) in West Lothian. The ambition is for a sustainable programme with a focus on the challenges of gender balance in STEM subjects and engagement with SIMD20 areas.
- Engagement with over 40 schools in the city region area as part of our Name our Robot Dog competition.

CASE STUDY – TRUSTWORTHY AUTONOMOUS SYSTEMS

As artificial intelligence becomes more deeply integrated within various systems, enabling those systems to make their own decisions and act on their own, an inevitable question arises: can they be trusted

The UKRI Trustworthy Autonomous Systems (TAS) Node in Trust addresses this critical question and aims to drive forward cross-disciplinary fundamental research to create the autonomous systems of the future. The programme is led by Heriot-Watt's Professor Helen Hastie, joint academic lead of the National Robotarium and Director of the EPSRC Centre for Doctoral Training in Robotics and Autonomous Systems.



The challenge of managing trust between humans and autonomous systems is particularly difficult. TAS will spearhead research that examines how robotic and autonomous systems can be more transparent in their actions and thereby instil trust in their human users. It will develop world-leading best practice for the design, regulation and operation of trusted autonomous systems.

The UKRI Trustworthy Autonomous Systems (TAS) programme is funded through the UKRI Strategic Priorities Fund and delivered by the Engineering and Physical Sciences Research Council (EPSRC). The programme brings together the research communities and key stakeholders to drive forward cross-disciplinary fundamental research to ensure that autonomous systems are safe, reliable, resilient, ethical and trusted.

USHER INSTITUTE

The Health and Social Care Data-Driven Innovation (HSC DDI) vision is to create a world-leading innovation hub where public, private and third sectors can collaborate to enable data-driven advances in the delivery of health and social care.

The Usher Institute works with people and their data to understand and improve the health of individuals and populations in our community and beyond. We support the use of data and digital technologies to improve outcomes for patients, and encourage the adoption of those with the greatest potential to transform health and social care.

The programme will deliver the infrastructure, resources, and expertise essential for the data-driven transformation of the health & social care sector in the city region and nationally. It will embed innovation at the heart of Scotland's premier academic medicine campus with a new, bespoke home at [Edinburgh BioQuarter](#).

This will draw on Scotland's mature and world-leading health data assets, well-established governance, and data-sharing processes developed in partnership with NHS Scotland and the Scottish Government. The underpinning capability of the programme is the [DataLoch](#), with its repository of routine health and social care data for city region to help find solutions to current health and social care challenges.

Headline achievements in the past year

- Secured planning permission for the new Usher Institute and appointed main contractor, McLaughlin Harvey.
- Developed the trio of online Masters for launch in September 2021 - Data Science for Health and Social Care; Epidemiology; and, Integrated Global Health.
- Funded 50 bursaries for the initial run of the Health Data Science online credited PPD course, with a broad range of participants from across the HSC sector.
- Developed the Continuing Professional Development (CPD) strategy for the Health and Social Care sector, targeting interventions across students and health & social care professionals.
- Legal & General funded Advanced Care Research Centre launched. A £20m portfolio of activities over five years, which will address the models of care delivery.
- Designed the HSC DDI Innovation Ecosystem Delivery Framework with first identified exemplar priority (Frailty).
- DataLoch COVID-19 collaborative resource in partnership with NHS Lothian with 32 projects in process or completed.
- Alpha phase of DataLoch generated £150k of research from projects, including Scottish Funding Council COVID Beacon and the European Health Data Evidence Network (EHDEN).
- Established HSC DDI Entrepreneurship Group at UoE.
- Data-Driven Entrepreneurship Accelerator first cohort included six companies from the HSC sector.

Next Milestones

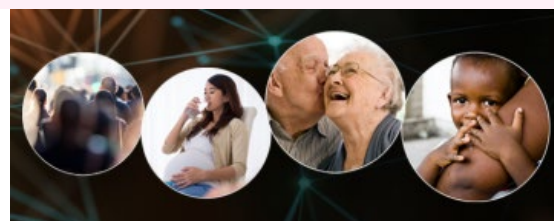
Due Date	Milestone
Aug 2021	Beta launch of DataLoch, with its core health data repository.
Sep 2021	Launch of three new online Masters programmes in September 2021 – Data Science for Health & Social Care, Epidemiology, and Integrated Global Health.



Sep 2021	DDE AI Accelerator cohort 2 launch.
Sep 2021	Break ground on new Usher Institute building at Edinburgh BioQuarter.
Nov 2021	Second cohort of the Health Data Science online course and begin delivery of the wider HSC DDI CPD strategy.
Jan 2022	HSC DDI Innovation Ecosystem – Strategy Outline with initial exemplar focus on frailty.
Apr 2022	Extend regional data partnership and coverage to Fife and Scottish Borders and ingest and integrate social care data from Lothian HSCPs.
Jul 2022	HSC DDI Innovation Ecosystem – Strategy Launch and engagement events for University and external stakeholders.
Jul 2022	Design and begin delivery of a programme of DDI engagement events for University and external stakeholders, particularly NHS South East Region.
Jul 2022	Full DataLoch launch.

CASE STUDY – DELTA VARIANT IMPACT ON HOSPITALISATION REVEALED

The Delta variant of COVID-19 is associated with approximately double the risk of hospitalisation compared with the Alpha variant, according to a nationwide study led by Professor Aziz Sheikh of the University of Edinburgh.



Two vaccine doses still provide strong protection

against the Delta variant – which was first identified in India – but it may be at a lower level compared with the Alpha variant, the early evidence suggests. Based on data analysed from 5.4 million people in Scotland, the Delta variant is now the dominant form of COVID-19 cases in the country, overtaking the Alpha variant, which was first identified in Kent.

Vaccines were found to reduce the risk of being admitted to hospital, but strong protective effects against the Delta variant were not seen until at least 28 days after the first vaccine dose. In community cases at least two weeks after the second dose, the Pfizer-BioNTech vaccine was found to provide 79 per cent protection against infection from the Delta variant, compared with 92 per cent against the Alpha variant.

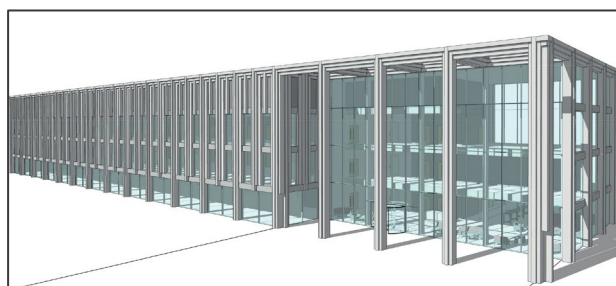
For the same scenario, the Oxford-AstraZeneca vaccine offered 60 per cent protection against infection with the Delta variant compared with 73 per cent for the Alpha variant. This lower vaccine effect may reflect that it takes longer to develop immunity with Oxford-AstraZeneca, experts say.

The study was funded by the Medical Research Council, the National Institute for Health Research, UK Research and Innovation Industrial Strategy Challenge Fund and Health Data Research UK (HDR UK) and was supported by the Scottish Government. Additional support was provided through the Scottish Government Director-General Health and Social Care, and the UKRI COVID-19 National Core Studies Data and Connectivity programme led by HDR UK.

“These results provide early encouragement that two doses of either Pfizer-BioNTech or Oxford-AstraZeneca vaccines significantly reduce the risk of infection against both the Alpha or new Delta variants. They also show the vaccines offer protection against the risk of hospitalisation with the new Delta variant. Though no vaccine can be 100% protective, they provide the best protection against COVID-19 and it remains important to get both doses when offered.” Dr Jim McMenamin, COVID-19 National Incident Director for Public Health Scotland

EDINBURGH FOOD AND DRINK INNOVATION PARK

The Food and Drink Innovation Campus, known as [Edinburgh Innovation Park](#) (“EIP”) will be located at Craighall, by Musselburgh, East Lothian, on land next to the Queen Margaret University campus.



The EIP will deliver, as Phase 1, a flexible 7,200 sqm Gross Internal Area Innovation Hub for the food and drink sector in Scotland that will be directly adjacent to and supported by Queen Margaret University – a university that is leading on international research in Dietetics, Nutrition and Biological Sciences. The Innovation Hub will be the catalyst for subsequent phases of the wider EIP.

This state-of-the-art Innovation Hub will drive company growth, supporting and developing existing businesses and creating sustainable new businesses to access a global market for healthy and functional food. The development will allow Queen Margaret University, along with businesses, to form and grow a business sector that will harness the potential of translational medicine in food and drink. This will in turn support the diversification of the food and drink industry towards preventative, therapeutic and rehabilitative applications of expertise in genomics of food and drink sector.

The EIP is also part of a significant development of land adjacent to the Queen Margaret University campus which encompasses a new grade separated junction, 1,500 homes, a new primary school and community facilities. There will also be the creation of a commercial zone within the existing Queen Margaret University campus that will enhance the Queen Margaret University’s integration with the newly developed local and business community.

Headline Achievements

Date	Achievement
Feb 2021	Stage 1 Tender for Grade Separated Junction issued.
Jun 2021	Stage 2 Tender for Grade Separated Junction published.
Jun 2021	Approval of the Full Business Case.

Next Milestones

Date	Achievement
Nov 2021	Commencement of the Junction Works scheduled.
Aug/Sep 2022	Completion of the Junction Works scheduled.
Sep 2022	Commencement of construction of the Food and Drink Innovation Hub (subject to ongoing project review).

Strategic Added Value

- The Innovation Hub forms a key part of an ecosystem of Innovation themed projects promoted by the Edinburgh South East Scotland City Region Deal.
- The whole project will contribute to job density improvement for the wider city region by making available infrastructure/construction opportunities and employment opportunities within the Innovation Hub and the EIP.

- The Innovation Hub will generate job opportunities in the sector for those highly skilled graduates both through the innovation led growth of the businesses located there, and through providing access to the space, facilities and services for food and drink graduate start-up companies.
- Ongoing collaboration and partnership working between East Lothian Council and QMU.
- Community Benefits such as internships, work placements, apprenticeship opportunities
- The project will embrace environmental sustainability within its design and operation with a particular focus on carbon reduction.

FIFE INDUSTRIAL INVESTMENT INNOVATION

The Fife Industrial Innovation Investment (i3) Programme is a £50 million, ten-year programme delivered by Fife Council.

The investment will deliver new business premises and immediately available serviced land. The new business accommodation will be located within existing business clusters in mid and south Fife, adjacent to growth corridors (M90 and A92). It will facilitate more joint working between the region's universities and Fife businesses, drive productivity and deliver higher value, skilled, permanent jobs from data driven innovation.



Completed units at Flemington Road, Queensway Industrial Estate, Glenrothes

The new industrial and commercial stock will ensure that Fife's industrial estates provide flexible space for innovative manufacturing industries with cutting-edge digital and energy capabilities. Four sites will be developed in Glenrothes, Kirkcaldy, Lochgelly and Dunfermline during the first three years of the Programme. Around four hectares (ha.) of newly-serviced employment land will be available for private sector investment, along with almost 4,000 square metres of newly developed business space to let.

Headline achievements in the past year

- Completion of nine new business units at Flemington Road, Queensway Industrial Estate, Glenrothes (March 2021).
- Construction project underway at Dunnikier Business Park, Kirkcaldy (scheduled for completion in September 2021).
- Acquisition of Fife Interchange North, Dunfermline (March 2021) and site servicing works underway (June 2021).
- Construction Project underway at Hillend & Donibristle Industrial Estate, Dalgety Bay (August 2021) – scheduled for completion in September 2022.
- Early closure of Construction Project at The Avenue, Lochgelly, to take advantage of a private sector interest. This has been replaced with a larger-scale Site Servicing Project.

Next Milestones

Due Date	Milestone
Sep 2021	Completion of seven new business units at Dunnikier Business Park, Kirkcaldy.
Nov 2021	Circa 2 ha. of land serviced and immediately available at Fife Interchange North, Dunfermline.
Apr 2022	Implementation of Tranche 2 of the Fife i3 Programme commences.
May 2022	2 ha. of land serviced and immediately available at The Avenue, Lochgelly.
Sep 2022	Completion of eight new business units at Hillend & Donibristle Industrial Estate, Dalgety Bay.

Strategic Added Value

The Fife i3 Programme works closely with the Borders Innovation Park Project to share Lessons Learned and has also engaged with the DDI Programme around Innovation opportunities. It is envisaged that these linkages will continue to strengthen as the Programme moves from construction activities into support to tenants.

Fife Council's strategic inclusive growth priority is the Mid-Fife Area. All projects in the Fife i3 Programme are considered within the context of their contribution to inclusive growth and the locations for investment have been selected based on criteria that include:

- Ability to support strategic business clusters;
- Location / connectivity to strategic growth corridors (M90, A92);
- Fit with existing predominant land use;
- Potential impact on sensitive or incompatible land uses; and
- Potential to deliver lower-cost business space.

In addition, when the Programme was reviewed in preparation for Tranche 2, four additional criteria relating to sustainability and net zero were added to the site selection process:

- Greenfield – greenfield sites are generally not preferred unless they fulfil other sustainability criteria or make a significant contribution to other strategic objectives.
- Passivehaus – can the site accommodate a passivehaus design, particularly in relation to the orientation of the building to maximise passive solar gain?
- Renewables – does the site have access to any renewable energy source (e.g. district heat network, air source or solar power)?
- Vacant & Derelict Land – will the project remediate vacant and derelict land or property?

Work continues to develop and refine the Programme's approach to sustainable construction.

CASE STUDY – FOX INNOVATIONS

Fox Innovations is a new business venture for a local entrepreneur and chemist who has already demonstrated business acumen with the success of Little Fox Soapery, an artisan company offering a range of vegan, organic, palm free and cruelty free soap and personal care. The company is among the first tenants of the Fife i3 Programme. The newly constructed business unit has allowed them to maintain temperature stability, which has created a better manufacturing environment for their products. The company plans to recruit new staff as the business expands.



A Focus on Sustainability

COVID-19 has been the focus of 2020/21 but tackling the other crises facing the planet remains urgent: conserving natural resources, loss of biodiversity and social inequality. Fox Innovations recognise that long-term value creation will be driven at the intersection of innovation and sustainability. Sustainability makes good commercial sense: consumers want products sourced from natural ingredients which make a positive contribution to the environment and local economy and to buy goods and services from purpose-driven companies. The regulatory environment is also forcing businesses to be more sustainable to maintain compliance, which is further driving innovation.

Approach to Sustainable Innovation and New Product Formulation

Typical liquid cleaning products are made up of more than 90% water. Drying them out into a solid reduces their volume and weight, thus reducing the number of trucks, fuel and carbon emissions associated with shipping. It also eliminates the need for plastic packaging, meaning less disposable plastic ends up in our landfills and environment.

The company focuses on sustainability-based consumer demands that are driving industry innovations, such as clean beauty and high efficacy waterless formulations. It has formulated a range of home and personal care products that utilise green chemistry principles with biobased raw materials to replace current petrochemical derived, liquid solutions that are packaged in plastic. All Fox Innovation products are packaged in plastic-free compostable cardboard sleeves that double-up as a shipping envelope, further reducing waste.

Drop a tablet in warm water and leave it to dissolve or drop a compostable pod into water in a spray bottle to refill your cleaner without the waste. Or use a zero waste laundry strip – a lightweight pre-measured strip of detergent that you add to your wash, which quickly dissolves in water and can be used in any washing machine or hand wash and is equally effective in hot or cold water.

The Digital Opportunity

Digital tools offer speed, intelligence, connected supply chains and overall efficiency gains. Digital transformation offers unparalleled opportunities to support the increasing requirements for integrity in supply chains, the need for faster innovation, the continued drive to make more with less and the rapidly increasing expectations for sustainability reporting and disclosure. Consumers, too, empowered by digitalisation have changing expectations, greater choice than ever, and a desire to know more about the products they use. Fox Innovations have recently been awarded Digital Boost Funding, administered by Business Gateway Fife. Specialist equipment will support operational efficiency, sustainable procurement and facilitate transparency in the supply chain to enable third party certification.

BORDERS INNOVATION PARK

The Borders Innovation Park, situated next to the Borders Railway terminus at Tweedbank, will deliver much-needed high quality business space to the Scottish Borders. Costing £29 million, the programme will stimulate business growth and associated job creation.

It will enhance the area's inward investment offer, particularly to high-value sectors, as well as assisting existing businesses to improve their competitiveness. It will also help to address inequalities in the area through providing access to better quality, higher paid jobs.



Headline achievements in the past year

- **July 2020:** Start of construction of Phase 1.
- **Summer 2021:** Planning application for Phase 3 road infrastructure.
- **Summer 2021:** Publication of Scottish Borders DDI opportunities report.

Next Milestones

Due Date	Milestone
September 2021	Completion of construction of first office building, Phase 1.
October 2021	Official opening of first office building, Phase 1.
Autumn 2021	Submission of revised Full Business Case for Phases 2 and 3.

Strategic Added Value

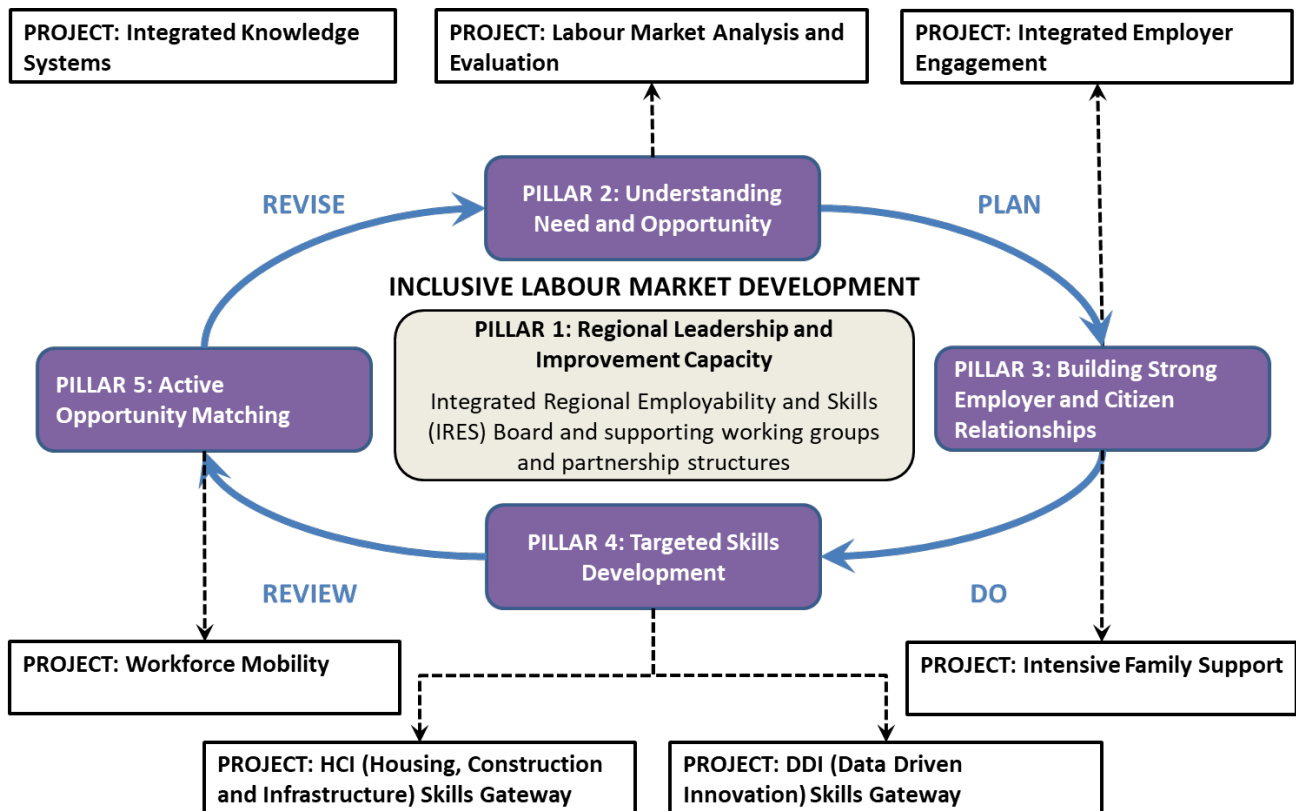
Scottish Borders Council is working with strategic partners, particularly Fife Council and the University of Edinburgh, to maximise the benefits of data-driven innovation and its potential to increase the number of innovation-active businesses, both regionally and locally. In the summer of 2021, a report on data-driven innovation opportunities in the Scottish Borders will be published. As a participant in the City Region Deal Housing, Construction and Infrastructure (HCI) Skills Gateway, the Council will look to develop new talent through utilising the construction opportunities during the build phases of the innovation park.

INTEGRATED REGIONAL EMPLOYABILITY AND SKILLS

The Integrated Regional Employability and Skills (IRES) Programme and its cross-sector partnership seeks to evolve regional labour market policy and practice to help drive inclusive growth.



As demonstrated in the figure below, the programme continues to focus on five improvement pillars with seven projects targeting known areas of weakness or opportunity. These activities and the £25 million (over eight years) change fund available to the partnership will deliver: an additional 14,700 skill improvements; 5,300 people into employment; and a further 500 career enhancements.



The IRES Programme continues to:

- Increase the visibility of opportunities and put in place tailored support to help citizens flourish with a focus on groups who are disproportionately affected by the downturn in the labour market due to COVID-19.
- Open up new and diverse talent pools to business that help address skills gaps and promote an inclusive approach to recruitment and workforce development.
- Evolve, streamline, and integrate the region’s employability and skills system to enhance our capacity and capability to drive inclusive growth and create added value for stakeholders.

In 2020/21 the IRES Programme revised delivery in response to COVID-19 by introducing several interventions across the IRES programme including the adaption of digital and online learning, employer engagement and funding to support job retention and adaption to flexible working. Face to face activities were postponed, and some were re-introduced when restrictions eased.

The IRES Board recognised that the scale of intervention planned through the IRES Programme was not adequate to mitigate the impact of COVID-19 alone, so the programme provided strategic direction and a governance framework for wider partnership work including investigation into a

potential Health & Social Care Skills Gateway. The impact of the pandemic has re-affirmed the rationale behind the programme and how important inclusive growth will be in supporting economic recovery.

Headline achievements in the past year

Integrated Employer Engagement (IEE)

- In response to COVID-19 and consultation with key partners, a small business grant programme was launched targeting micro businesses within the ESES community. This programme supported 77 business to adjust to new trading under government guidelines. A follow-up survey revealed that 103 individuals retained their employment due to this intervention.
- Since launching, the c19 jobs portal ([C19jobs.org](https://www.c19jobs.org)) has received over 26,000 unique visitors. 1600 employers have advertised over 3,800 vacancies within the ESES region. Over 400 job seekers have been referred for additional employability support.
- A Fife-based developer Horisk Leslie, was awarded the contract for the development of a Community Benefit Wishlist Portal due to launch by Q3 2021. The portal will provide a platform for local beneficiaries and suppliers to come together to deliver innovative community benefits across the region.

Workforce Mobility (WFM)

- Clarity on the key workforce mobility barriers across the region have been identified through various research methods including a survey which was undertaken to validate the anecdotal evidence.
- The Workforce Mobility Project successfully coordinated the regional response to the Scottish Government review of free bus travel for people aged under 25.
- Two partners were supported to prepare applications to the UK Community Renewal Fund for Demand Responsive Transport. One bid was submitted to UK Government for more than £1M, with the other bid not passing the internal gateway review. If approved in autumn 2021, the project will integrate with other partners including SEStran, allowing commercialisation of services or further bids for funding.

Integrated Knowledge Systems (IKS)

- Procurement of a software partner for the IKS project was awarded through Public Contract Scotland. Hanlon Software Solutions won the tender and have entered a two-year contract.
- Extensive investigate into the challenges of integrating data across different systems which has helped shape the IKS project plan.

Labour Market Analysis & Evaluation (LMAE)

- The [Edinburgh and South East Scotland Labour Market Toolkit](#) has been developed and delivered.
- Analysis into the cross-cutting skills required in the region's Health and Social Care, Financial services, and Construction sectors has been conducted.
- Support for the ESES Regional Intelligence Hub (RIH) concept has been generated, resulting in a pilot model being approved by the Directors' Group in June 2021.

Intensive Family Support Service (IFSS)

- The Intensive Family Support Service underwent a process of co-production across the region which informed the design of the service specifications for each local authority area. A competitive grants process was successfully carried out to appoint delivery partners. The service is now fully operational and is working with 62 families and 215 individuals across the city region.
- Despite the challenges of the pandemic, service delivery providers have successfully developed positive relationships with the families that they are working with, engaging creatively to provide crucial supports to families further disadvantaged by the pandemic. Caseworkers have delivered over 1176 service sessions, achieved 10 positive outcomes in employment, education and training for young people, and 2 positive outcomes in employment, education and training for adults. Financial gains of £7670 have been secured for the families engaged with the service.
- The IFSS Community of Practice (CoP) collaboratives have been key to facilitating the building of relationships with service delivery partners, including caseworkers, across the IFSS. Collaboratives are held monthly on a rotating basis and are grouped by specialism. They have provided the opportunity for the core team to get to know the managers and caseworkers across the IFSS as well as for them to build relationships, and share challenges, successes and learning across the IFSS with each other.

Data-Driven Innovation (DDI) Skills Gateway

- A series of Live Lessons were held open to school pupils across the region. Over 4,500 learners were engaged with.
- Data Skills Credit funding was distributed to over 80 individuals looking to upskill their data literacy.
- An extensive programme of CPD for College lecturers was run, sharing expertise across the region's colleges and universities.

Housing, Construction, and Infrastructure (HCI) Skills Gateway

- Over 370 learners in new short skills courses addressing regional key skills gaps, plus 21 postgraduate scholars were appointed at Edinburgh Napier and Heriot-Watt Universities (80% of whom are female).
- Three industry challenges have been delivered, engaging over 60 students from SE Scotland – Inter SGN (reimagining the use of legacy gas container sites) Offsite Ready (offsite construction for West Lothian's Beecraigs country park) and the Icebox Challenge (Passivhaus principles for COP26).
- Over £59,000 has been leveraged in in-kind and cash support to the Timber Technology, Engineering & Design pathway, a new training process to accelerate sustainable timber construction careers.

Next Milestones

Due Date	Milestone
Programme Delivery	
On-going	Review intelligence from programme activity and labour market research to identify next step projects, service adjustments, or other changes.

On-going	Set out mainstreaming plan to sustain successful interventions, end redundant/ineffective activity, and create headroom for next step projects.
On-going	Monitor, review and where appropriate adapt project activity considering COVID-19 impact on current and future demands within the labour market.
Dec 2021	Review project outputs and the impact on jobs, ensuring that these contribute and align with overall City Region Deal Benefits Realisation Plan. Implement an appropriate system of definitions, capture, recording and aggregation.
Dec 2021	<p><u>Integrated Employer Engagement (IEE)</u></p> <ul style="list-style-type: none"> • Develop and launch Community Benefits Wishlist Portal (ESESCommunities.org). • Expand the employer led Recruitment and Skills Centres to support employers to establish training and skills academies linking to sustainable employment opportunities. • Launch an Employer Fund designed to support employers and their workforce once the furlough job retention scheme comes to an end.
Aug 2022	<p><u>Workforce Mobility (WFM)</u></p> <ul style="list-style-type: none"> • Pilot project using employee origin/destination data to design/optimize bus routes to service the user needs. • Explore solutions for other mobility barriers faced by users. • Provide input into policy creation, development, and delivery to ensure workforce mobility is addressed
Dec 2021	<p><u>Integrated Knowledge Systems (IKS)</u></p> <ul style="list-style-type: none"> • Implementation of the School Work Experience (City of Edinburgh Council) replacing existing system to improve alignment and reporting. • Replace existing MIS (Caselink) with the new Information Knowledge MIS including the migration of existing data. • Support IFSS and IEE with the transition from Caselink onto the new MIS including the migration of existing data.
Aug 2022	<p><u>Labour Market Analysis & Evaluation (LMAE)</u></p> <ul style="list-style-type: none"> • Monitor and evaluate engagement with the ESES Labour Market Intelligence toolkit and build in feedback to the resource. • Deliver on the ESES Climate Emergency and Green Skills research to support the development of the Regional Prosperity Framework. • Refresh the Labour Market Information 'Best Practice' Research considering COVID-19. • Progress on the Regional Intelligence Hub (RIH) to be reported to the Directors' Group in December 2021.
Aug 2022	<p><u>Intensive Family Support Service (IFSS)</u></p> <ul style="list-style-type: none"> • Continued research into organisational and social interactions within IFSS by Dr Sarah Galey-Horn, University of Edinburgh Research Fellow. A baseline will be developed and will act as a benchmark for future monitoring & evaluation. • Delivery partners will undertake Systemic Practice Training which promotes the belief that families and people have the capacity to change. This training will promote a consistency of approach across the service. • IFSS will undertake a performance review and embark on period of consultation with families engaged in the service. The programme will be reviewed and evaluated, and information collected will inform the next phase of delivery
Aug 2022	<p><u>Data-Driven Innovation Skills Gateway (DDI)</u></p> <ul style="list-style-type: none"> • Deliver a series of open seminars engaging teachers across the region. • Launch skills portal to signpost learners to data skills opportunities across the region. • Plan and deliver a "Day of Data" to align with DataFest and wider community engagement planned activity.
Aug 2022	<p><u>Housing, Construction, and Infrastructure (HCI)</u></p>

	<ul style="list-style-type: none"> Engage over 200 young people across the region in designing their ideas for a sustainable human habitat to be displayed at the UN Climate Change Conference, COP26, in November 2021. Appoint at least 15 postgraduate scholars from groups under-represented in construction – including women, BAME and people with disabilities. To support over 500 people across the region to gain new and emerging construction industry skills.
Review and Deliver Next Step Change Projects	
On-going	Mainstream successful activity, end poorly performing interventions, and agree next step projects.
On-going	Review intelligence from programme activity and labour market research to identify next step projects, service adjustments, or other changes.
On-going	Review and Update Implementation Plan and other documents as required.
Reinforce, Embed, and Further Develop	
Dec 2021	Embed new system components, monitor, and adjust.
On-going	Review intelligence from programme activity and labour market research to identify next step projects, service adjustments, or other changes.
On-going	Review and Update Implementation Plan and other documents as required.

Strategic Added Value

Inclusive growth remains at the centre of the IRES Programme with the aim of supporting long term sustainable destinations for those who live and work within the ESES region. By supporting local and regional ambition the IRES project has contributed to national policy to help shape future investment for the region.

As the partnership supporting IRES develops, further opportunities for wider alignment have developed:

- **Formation of the Regional Intelligence Hub (RIH)** – The objective of this group is to enhance information sharing, encourage collective knowledge and inform future skills investments and development.
- **Launch of the Data Intelligence Group (DIG)** – Aiming to share data and intelligence activity broadly related to the ESES City Region Deal; with a goal of identifying opportunities and integration, while reducing duplication. The group has a Data Governance remit to increase the efficiency of data related activity.
- **Business case being developed to introduce a Health and Social Care Gateway.** This aims to promote access to jobs in a key industry sector that have identified significant skills shortages and labour demands, which have been further exacerbated by the impact of COVID-19.
- **Approval of the ESES Task and Action Group pilot.** This pilot is funded to produce an insight into Climate Emergency and Green Skills. The research will also review the region's existing green skills provision and identify potential challenges and equalities implications that the transition to net-zero may have on the labour market.

CASE STUDIES

1) INTENSIVE FAMILY SUPPORT SERVICE - MAKING IT WORK FOR FAMILIES. FIFE GINGERBREAD, CLUED UP, CARF AND FIRST

A lone parent family were referred to Making it Work for Families from the local high school. There were concerns about the young person's attainment and attendance at school, as well as the parent's mental health.

The Family Support Worker engaged with the family and found that strained relationships were impacting the family. The parent identified that they would like this to improve.

It was found that the family were also struggling financially. The Financial Inclusion Worker completed a benefit check and as a result, the household are now better off by over £200 per week.

The young person engaged with the project's Youth Worker and identified areas of support, including mental health and social isolation. The Youth Worker implemented a gradual exposure model to support the young person back into education, where they have achieved an increase in both attainment and attendance.

The family continue to engage with the supports in place, both as individuals and as a family unit. The Family Learning Worker has begun working with the family to support the development of positive relationships within the household, while the team will continue to work with the family towards their individual goals.

2) INTEGRATED EMPLOYER ENGAGEMENT – EMPLOYER FUND

In response to COVID-19 and consultation with key partners a small business grant programme was launched in October 2020 targeting micro businesses within the ESES community.

This programme supported 77 business to adjust to new trading under government guidelines. A follow up survey revealed that 103 individuals retained their employment due to this intervention.

This [short video](#) showcases three businesses who were awarded funding through this grant programme and what impact this had on their businesses.

3) DATA-DRIVEN INNOVATION SKILLS GATEWAY – DATA SKILLS FOR WORK

When Esther Weil first started looking for a job, she found her data skills were lacking:

“I had basic programming skills” but not for “the specific programmes and languages” that she had seen referenced in many job advertisements.

Esther turned to the Data Skills for Work programme, which aims to upskill adults with data using initiatives like the Data Skills Credits scheme, with adults who are unemployed or underemployed granted £500 towards the cost of data centric courses.

Having seen SQL – a tool for data analysis - referenced in job advertisements, Esther took an SQL course with CodeClan using the scheme, simultaneously learning new skills and boosting her confidence.

Esther was required to use the SQL programme within a few weeks of starting her new job, which she began shortly after finishing the SQL course. Buoyed by her success in applying the skills she learnt on the course to her new job, she plans on taking more data classes online:

“As digitalization continues to change the job market severely it is important to stay ahead of the curve...data science and skills in data [are] an essential part of expertise in the future job market.”

“I can absolutely recommend the programme and encourage everyone to apply for this up-skilling opportunity”.

TRANSPORT

WEST EDINBURGH

West Edinburgh is recognised by the Scottish Government as a key national economic asset and perhaps the most important gateway to Scotland. [National Planning Policy](#) (NFP3) set the long-term vision for development and investment across Scotland and cites West Edinburgh as a significant business investment location with potential to be internationally competitive. In recognition of its key gateway function Edinburgh Airport and adjoining land is identified as a national development.

The vision for West Edinburgh, can only be delivered through the investment in a strategic package of transportation improvements. These include a core package of A8/A89 sustainable transportation measures that provide long term resilience and support strong connectivity between neighbouring authorities. Most importantly this will help enable the supply of labour from the surrounding area to meet the growing labour market demand required to realise the full potential for West Edinburgh.

The Scottish Government has committed £20 million for investment to support public transport infrastructure improvements identified by the [West Edinburgh Transport Appraisal](#) (WETA), and the City of Edinburgh Council has committed £16 million. Partners recognise that the WETA package currently amounts to £108 million of infrastructure. The scope of WETA will therefore be prioritised in line with this funding, and in consideration of how much funding can be secured by the private sector and developer contributions.

Headline achievements in the past year

December 2020: Procurement of Design and Delivery consultants and advisors.

March 2021: Strategic Case document and objectives refresh now complete.

April 2021: In recognition of Climate Emergency, an application was made to the Scottish Governments Bus Partnership Fund to augment core WETA packages with deliver more ambitious measures.

Next Milestones

October 2021: Outline Business Case (OBC) Options Analysis.

January 2022: Production of an Outline Business Case (OBC) for the programme following latest HM Treasury Green Book and Scottish Transport Appraisal Guidance.

April 2023: Detailed design of projects, site investigations, attainment of necessary statutory powers in order to implement improvements. Procurement of Contractors.

Q2 2023: Construction of Transport Improvement Projects commences (and ends 2025).

Strategic Added Value

The purpose of the West Edinburgh Transport Improvement Programme is to progress the delivery of the public transport and active travel measures identified in the 2016 WETA Refresh study including the assessment of the feasibility and demand for a new Park & Ride site at Kilpunt, on the A89 near Broxburn. A parallel exercise is also exploring the potential benefits of a number of more ambitious bus priority and active travel measures to those originally proposed in WETA. These would help support the emerging transport requirements from Edinburgh's City Plan 2030 and wider regional growth ambitions.

Interventions are being appraised against a wide range of objectives including, but not limited to, the promotion of sustainable travel to a range of destinations; improving regional connectivity and accessibility for all to jobs, education, healthcare and leisure; and delivering a combined active travel and public transport mode share of 50% within West Edinburgh to support net zero carbon emission targets.

The Programme brings together a range of stakeholders contributing to successful delivery. These include the City of Edinburgh Council, West Lothian Council, Bus Operators, Transport Scotland, Active Travel Groups, Bus User Forums, SEStran, Sustrans, Network Rail, Edinburgh Airport, Major Developers and other statutory consultees.

This project will eventually be procured as a construction project, and links with the Housing and Construction Infrastructure Skills Gateway will be established. The improvement of public transport provision in this area has the potential to unlock housing development opportunities and ease congestion in the corridor between West Lothian and Edinburgh.

A720 (SHERIFFHALL ROUNDABOUT)

The Sheriffhall Roundabout is currently the only junction on the A720 Edinburgh City Bypass that is not grade separated, which means the City Bypass is at the same level as the A7 and A6106 local approach roads. This at-grade, six-way junction, often experiences significant queuing, especially during peak hours. The Scottish Government’s commitment through the Edinburgh and South East Scotland City Region Deal includes up to £120 million to support improvements to the A720 Edinburgh City Bypass for the grade separation of Sheriffhall Roundabout. The project is being delivered by Transport Scotland and is subject to Transport Scotland’s normal governance procedures.



Visualisation of the proposed Scheme looking from the South-West



Visualisations of the non-motorised user facilities included in the proposed Scheme

Headline achievements in the past year

- A review of public transport and active travel facilities was undertaken on whether it is feasible and desirable to further improve active travel and public transport provision whilst not creating additional impacts for local landowners, residents and business. The review is now complete and indicates that the scheme, as promoted, already provides high quality active travel facilities and offers significant local bus journey time savings of up to seven minutes.
- Continued engagement with the City Region Deal partners, on progress and technical scheme developments.
- Continue to review and respond to representations made to the draft Orders and Environmental Statement and engage with objectors to resolve concerns where possible.

Next Milestones

Due Date	Milestone
Later in 2021	Respond to representations made to the draft Orders and Environmental Statement and engage with objectors to resolve concerns where possible.

	Should objections remain a Public Local Inquiry may be required which is the appropriate forum for considering objections received and not withdrawn. Progress on the delivery of the scheme itself can only commence when the scheme is approved under the statutory procedures and thereafter a timetable for construction can be determined.
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Strategic Added Value

The project will:

- Address the bottleneck on the strategic road network by improving operating conditions and connectivity at Sheriffhall and help to reduce the traffic impact of proposed developments in the area.
- Provide high quality active travel facilities to deliver a step change in accessibility for walking and cycling.
- Support future development in the region, including the South East Wedge development, inclusive growth and the removal of physical barriers to growth through delivery of programme of construction across the region.
- Contribute towards the requirement to provide Community Benefits in line with the requirements of the Procurement Reform (Scotland) Act 2014.
- Support wider skills development in the construction sector.

CULTURE

DUNARD CENTRE

The Dunard Centre, supported by Royal Bank of Scotland, will be Edinburgh's first purpose-built music and performance venue in over 100 years. One of the boldest ventures in the city's recent past, it will rival the best in the world in acoustical quality and audience experience. At its heart will be an auditorium offering the flexibility for all kinds of acoustic and amplified music and performance. Education and community outreach will be central to the vision, creating an informal cultural hub and contributing to the conditions needed for culture to thrive in the region and throughout Scotland.



IMPACT Scotland is the charity taking the project forward and is being supported by unprecedented levels of private philanthropy, including exceptional support from Dunard Fund, a long-term funder of the arts and music in Scotland.

The venue will be the new home of the Scottish Chamber Orchestra and a principal venue for the Edinburgh International Festival. Both organisations will support and contribute to the year-round education and outreach programme, and through further partnerships, opportunities will be developed to enable people to enjoy culture throughout their lives as both participants and audiences.

The current design will be considered for planning approval in autumn 2021.

Headline achievements in the past year

- Building redesigned to maintain 1000 capacity auditorium offering the flexibility for all kinds of acoustic and amplified music and performance, whilst achieving the required reduction in building size

Next Milestones

Due Date	Milestone
Autumn 2021	City of Edinburgh Council planning approval
Spring 2022	Joint Committee approval of business case
Summer 2022	Construction begins

Strategic Added Value

Opportunities are currently being explored to identify potential future **links with data driven innovation** and the extensive use of new technology in the Dunard Centre. With education and outreach central to its operation, potential links to the CRD skills theme will also be explored to identify where the themes of skills and culture can be brought together to create innovative new opportunities.

Partnership working is core to the project, and currently brings together a number of Scotland's leading arts, culture and finance organisations. There is considerable potential to expand these opportunities in numerous sectors and throughout the region. As outlined in the business case, more partnerships will be created as the project moves towards its operational phase.

Considerable investment through the construction period will **create jobs** and contribute to the economic growth of the region at a particularly pertinent time, as we build back from the pandemic.

Once operational, a range of high-quality employment opportunities will be supported directly and indirectly by the venue.

The Dunard Centre has been designed for a **low carbon future** with sustainability through reduction of the use of fossil fuel and embodied carbon as key design principals. The building has been designed with passive design principals embedded through enhanced building thermal performance and low building air tightness. The buildings heating and cooling source is a high efficiency revisable heat pump solution using electricity which achieves compliance with Section 6 of the Technical Standards with a Silver Active sustainability certification achieved. Embodied carbon is also a key consideration an analysis of embodied carbon has been undertaken through the design process to track performance and ensure that the material choices consider the carbon impact within the decision-making process.

REGIONAL HOUSING PROGRAMME

The [Regional Housing Programme](#), aims to accelerate the delivery of affordable housing and housing across all tenures, enable the development of seven major strategic housing sites and drive efficiencies across the public sector estate. It has two strategic objectives were identified for the Regional Housing Programme:

- To deliver a step change in innovation and inclusive growth in the housing and construction sectors; and
- To deliver a step change in the supply of new homes across the South East of Scotland.



Regional partners collaborate, share best practices and lessons learned on strategic sites, infrastructure, affordable housing delivery, innovation and skills.

The pandemic has impacted the regional housing programme with construction sites closed for several months and safe working practices changing how we will take forward new housing developments now and in the future. Moving forwards there are significant challenges facing the housing and construction sectors with significant shortages of both materials and skilled labour reported across Scotland and wider UK. These challenges emphasise the importance of a strong regional housing partnership and programme. It also highlights the need for close collaboration with Government to explore future innovative approaches and delivery models for affordable housing. Despite these challenges the region has been able to demonstrate strong delivery of affordable housing as set out below.

The business case for the Dunfermline Strategic Site was developed by Fife Council in collaboration with Scottish Government and Scottish Futures Trust. The case for strategic transport infrastructure interventions to unlock housing delivery was approved at the [4 June 2021 Joint Committee meeting](#).

The outline business case for Edinburgh's Waterfront is well underway and is due for completion later this year. Cases for Blindwells and Tweedbank are at an earlier stage and will follow. Calderwood, Shawfair and Winchburgh sites are in ongoing delivery phases.

[Edinburgh Living](#) (housing company for mid-market rent owned by the City of Edinburgh Council in partnership with Scottish Futures Trust) has been operational for two years. All £16.1m in available Scottish Government grant funding, committed as part of the City Region Deal, 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. Lessons learned and best practice continues to be shared with regional partners and work will continue to consider future housing delivery models.

Partners continue to collaborate on the regional affordable housing programme, where possible identifying opportunities to innovate, secure greater certainty and long-term commitment over future investment to accelerate delivery of affordable housing.

Headline achievements in the past year

- Dunfermline Business case approved at 4 June Joint Committee.
- Edinburgh Living reached 250 homes milestone.
- Despite the impact of COVID-19 in the last year, the collective Strategic Housing Investment Plans across the region delivered over 1,500 completions with nearly 2,200 site starts and a spend of £139 million.
- Establishment of a strategic site leads group to share lessons learned and best practice on developing business cases, financial innovation and delivery of homes.
- Collaboration with Scottish Enterprise to develop an economic impact assessment of the seven strategic sites.

- Housing Need and Demand Assessment (HNDA) 3 project, which seeks to quantify the current and projected housing needs of the city region including in relation to requirements for different tenures and specialist needs, is progressing well towards 2022 completion.
- [Edinburgh Homes Demonstrator](#) project is progressing well with a site identified for first project. The project will deliver a new business model for affordable housing that is key to the transformation of delivery (including collaborative procurement, design standardisation, whole life costs and net zero carbon performance) and moving towards the mainstreaming of modern methods of construction that can be deployed across the region.

Next Milestones

Due Date	Milestone
Autumn/Winter	<p>Granton Waterfront OBC complete. The plan is to deliver:</p> <ul style="list-style-type: none"> • around 3,500 new net zero carbon homes; • business start- up space and commercial opportunities; • Europe’s largest coastal park through creating new and enhanced green spaces; • creative arts, culture and leisure space; and • key services including a school and health centre.
Ongoing	<p>Edinburgh Living: Final draw down of Scottish Government funding in 20/21 has happened.</p> <ul style="list-style-type: none"> • Target of 1,500 homes by 2023. • Ongoing delivery. 400 homes have either been constructed or are under construction. • The Edinburgh Living Team continues to collaborate with regional partners and share best practice. Work will continue to consider future housing delivery models.
2021/2022 financial year	<p>Regional Affordable Housing Programme. Looking forward for the year ahead, the estimated number of completions is over 2,340 homes with an estimated 4,600 approvals. An estimated £234 million will be required to deliver this pipeline of affordable housing (pre-COVID-19 estimates).</p> <p>Regional partners are aiming to maximise number of new homes that can be approved for site start as well as working with Registered Social Landlords and contractors to deliver homes already approved or on site. Updated Local partner Strategic Housing Investment Plans to be submitted to Scottish Government in October/November 2021.</p>
October 2021	<p>Housing Need and Demand Assessment submission to Scottish Government</p>
Investment Working Group	<p>Working group to be established with Scottish Government to explore opportunities to secure more funding and long term certainty for delivery of new affordable homes.</p>

Strategic Added Value

Housing is a key **social, economic and environmental driver**. Greater integration across these drivers and City Region Deal policy themes is essential to support the growth requirements of the region and to deliver new communities which deliver the quality of place that ensures the South East of Scotland is a desirable place for people to live and for businesses to invest.

Regional housing partners have developed a work programme that has synergies between work being developed through thematic areas of the Deal: IRES Programme; Transport Appraisal Board (TAB); Innovation; and the emerging Regional Prosperity Framework. Linking construction programmes, contractors and developers to Housing Construction and Infrastructure (HCI) Skills Gateway programme. Ensuring that regional skills shortages are tackled, and employment opportunities are directed to communities within the city region and that individuals facing disadvantages in the labour market are targeted.

The [Edinburgh Home Demonstrator Project](#) – work continues with partners through the project to develop a new business model for the design and construction of affordable homes and mainstreaming modern methods of construction. The three key phases of the project are as follows:

- Phase 1 - South East Region Demand Analysis - Understanding demand to inform scalable solutions.
- Phase 2 - Net Zero Housing Digital Briefing & Design Catalogue - Assess common design approaches and then support how we define demand through the development of digital tools and component library that will support a net zero and inclusive economic growth.
- Phase 3 - Collaborative Procurement Model - Develop strategy and approach in how we deliver sustainable and collaborative procurement to support scaling of modern methods of construction.

CASE STUDY – EDINBURGH LIVING

More than 250 families have moved into quality affordable homes thanks to an initiative developed by the **City of Edinburgh Council's** mid-market rent partnership and **Scottish Futures Trust**.

The Council and Scottish Futures Trust have strong ambitions to continue to grow Edinburgh Living, with an acquisition target of 500 homes by the end of 2022, and the long-term aim to provide 1,500 new mid-market rent and market rent homes over the next few years. The council is proactively identifying more homes to achieve this ambition, delivering well-built, well-managed and energy efficient new homes through its own housebuilding programme.



CASE STUDY - DUNFERMLINE

The business case to part fund the Dunfermline Strategic Transportation Intervention Measures was [approved by the City Region Deal Joint Committee on 4 June 2021](#).

The expansion of Dunfermline represents one of the largest areas of strategic growth in Scotland, at a scale not seen out with Scotland's largest cities for a number of years.

Through the Housing Infrastructure Fund, £16.538 million City Region Deal grant funding will provide a means to unlock and accelerate investment in essential new strategic transportation infrastructure. This will facilitate large-scale mixed-use development and investment in Dunfermline and wider Edinburgh and South East Scotland city region economy, including unlocking up to 2,000 affordable and 6,000 private homes. This will assist Fife's and the wider region's post-COVID economic recovery by accelerating inclusive growth and creating new economic opportunities and jobs that will help to reduce inequalities in the Dunfermline area and beyond. Unlocking this strategic housing development, by removing barriers to physical growth, will help deliver Fife Council's ambitious affordable housing programme and support the Scottish Government's Housing to 2040 vision.

Effective joint working and a strong commitment to find a workable funding solution between Scottish Government, Scottish Futures Trust and Fife Council officials was key in the preparation and development of the business case. The Dunfermline experience, along with the recently shared lessons learned, will assist regional partners in the preparation of the remaining business cases for strategic housing sites under the Regional Housing Programme.

BENEFITS OF CITY DEAL FUNDING

£16.5m of Housing Infrastructure Fund grant will unlock:

40-year strategic urban expansion of Dunfermline

HOUSING - enable the delivery of :

Up to 2,000 affordable houses

Up to 6,000 private houses



TRANSPORTATION

Strategic & local road improvements

New footpath and active travel links

Create access for new public transport facilities

£67.9m developer contributions for off-site transportation infrastructure

c.£150m developer delivered on-site transportation infrastructure

Statutory closure of Kingseat Road level crossing



EMPLOYMENT LAND

Delivery of up to 80 ha employment land

1,000 construction jobs per annum across the construction phase

Approx 1,000 permanent/ recurring jobs by year 30 on the employment allocation *



SUSTAINABLE PLACE MAKING

Promotes quality of place

Applies infrastructure first principle

Access to new education provision - 5 new primary schools and additional secondary school capacity.

Access to new community facilities

Contributes to Fife's and the City Region's post-COVID recovery



* Footnote: Based on 25% take-up of employment land

5. REGIONAL PROSPERITY FRAMEWORK

The City Region Deal partners are developing an economic framework called the ‘Regional Prosperity Framework’ (RPF) to set an ambitious 20-year vision for our regional economy to 2041.

This work builds on the successes of the Deal, strength of partnership as well as the need to respond and recover from COVID-19 and its economic and social impact, and to address wider societal imbalances across the region within a net zero context.

Prosperity is a word that Regional Partners feel reflects our ambition for a future that works for everyone: economic growth must not be at the expense of our planet, it must not exploit or marginalise people, and it must be shared more equally across our places and communities. The focus on a ‘prosperous’ region is therefore one that underpins the Framework.

The emerging vision for the South East Scotland Economy - *We will drive the economic recovery of Scotland whilst ensuring the proceeds of innovation and prosperity are fairly and sustainably distributed across all sections of the community to tackle inequalities.*

We will protect our environment and make best use of our assets to ensure that the Edinburgh and South East Scotland City Region delivers for all its citizens as we transition to a zero-carbon economy. Our institutions, ancient and modern, will deliver benefit for all.

Regional partners have identified 3 core themes – flourishing, resilient and innovative:

- **Flourishing** - A fairer distribution of wealth, affordable access to housing and a just transition to net zero emissions.
- **Resilient** – innovative physical and digital infrastructure that is multi-functional and climate ready.
- **Innovative** – a digital region that works for everyone, where data-driven approaches drive decision-making across all sectors.

Partners also want to create a better, more sustainable connected region underpins its future success. We will promote future growth along key growth corridors extending from the regional core.

A series of ‘big moves’ have been identified which with the right commitment, partnership and investment can start to deliver the ambitions outlined. The first ten of these are:

1. The Data Capital of Europe
2. Re-building neighbourhoods, towns and cities
3. Sustainable transport and mobility
4. Regenerating the Forth estuary
5. Re-imagining sustainable tourism
6. Re-building support for green business
7. Re-designing the new skills system
8. Re-inventing healthcare
9. Collaborative response to climate change
10. Reaffirming the role of our anchor institutions

The RPF will have a delivery focus and will utilise the existing strong regional governance established by the City Region Deal. Focus will centre on:

- **New Ways of Working** - the UK Government, Scottish Government and Regional Partners in south east Scotland are to explore how to improve alignment of their plans, strategies, investment and funding priorities.
- **Big Moves and Pipeline Projects** – an initial pipeline of projects which can commence over the short to medium term (1-6 years) with the right investment and partnership approach are identified.

- **Action Planning** - an action plan will be prepared and regularly updated to ensure deliverables are live and to ensure we can respond to future economic, societal and environmental factors.

At the time of writing a [draft RPE](#) has just undergone a period of public consultation with all comments and feedback now being considered ahead of a finalised version being prepared for the 3 September 2021 City Region Deal Joint Committee meeting.

6 THE YEAR AHEAD

Date	Milestone
Sep 21	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • Transport Appraisal Board Consideration of A720 Sheriffhall Technical Information • Edinburgh and South East Scotland City Region Deal Bus Partnership Fund Award: Funding Announcement and Next Steps • Regional Prosperity Framework – final report • Edinburgh and South East Scotland City Region Deal Annual Report
Oct 21	Official opening of first office building at Borders Innovation Park (Phase 1).
Nov 21	Commencement of junction works at Queen Margaret University for Food and Drink Innovation Hub.
Nov 21	Engage over 200 young people across the region in designing their ideas for a sustainable human habitat to be displayed at the UN Climate Change Conference, COP26 .
Dec 21	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • A720 (Sheriffhall roundabout) progress update • Submission of revised Full Business Case for Phases 2 and 3 of Borders Innovation Park • Integrated Regional Employability and Skills Programme progress update
Dec 21	Launch of Community Benefits Wishlist Portal (ESESCommunities.org).
Dec 21	Granton Waterfront Housing Business Case complete.
Mar 22	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • Dunard Centre Revised Business Case • West Edinburgh Transport Improvement Plan Business Case
Mar 22	National Robotarium fully operational.
Apr 22	Implementation of Tranche 2 of the Fife i3 Programme commences.
Jun 22	Joint Committee meeting where the following items will be considered: <ul style="list-style-type: none"> • A720 (Sheriffhall roundabout) progress update
Jul 22	Full DataLoch launch.
Jul 22	Regional Data Haven launch.
Aug 22	Launch skills portal to signpost learners to data skills opportunities across the region

7 CONTACTS AND FURTHER INFORMATION

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FURTHER INFORMATION

- Keep up to date with the latest news and join the mailing list at www.esescityregiondeal.org.uk
- [Data-Driven Innovation website](#)
- Download all Joint Committee reports including approved business cases at [The City of Edinburgh Council Committee library](#) website.
- Visit the [webcast library](#) to view recordings of each Joint Committee meeting.

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Edinburgh and South East Scotland – Regional Prosperity Framework

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 Policy and Sustainability Committee is asked to:
 - 1.1.1 Note that the Edinburgh and South East Scotland City Region (ESESCR) Deal Joint Committee formally approved the Regional Prosperity Framework on 3 September 2021; and
 - 1.1.2 Formally ratify the Regional Prosperity Framework (Appendix 1).

Paul Lawrence

Executive Director of Place

Andy Nichol, Programme Manager

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Edinburgh and South East Scotland – Regional Prosperity Framework

2. Executive Summary

- 2.1 This paper provides an update on the Regional Prosperity Framework (RPF) consultation process; key feedback received from the consultation; and the proposed final version of the Framework. It also outlines the expected timetable for developing the action and implementation plan. The Edinburgh and South East Scotland City Region (ESESCR) Deal partners are seeking formal ratification of the RPF by the City of Edinburgh Council. Ratification is being sought at the other partner organisations respective committees and courts.

3. Background

- 3.1 Through the ESESCR Deal, the Scottish and UK Governments committed to embarking on a new relationship. The Deal has demonstrated that partners can collaborate effectively to deliver cross-regional projects, create future regional infrastructure and strategically co-ordinate transport, housing and economic development. The Edinburgh and South East city region is Scotland's greatest economic asset. For our local, regional and national wellbeing, Scotland must maximise the potential and opportunities that exist in Edinburgh and South East Scotland.
- 3.2 The decision to prepare a 'Regional Growth Framework' was taken in [September 2019](#), prior to COVID-19 and the United Kingdom's exit from the European Union. Ambitions and action on climate change have also intensified and come more to the fore, with COP26 also due to take place later this year. In a very short period of time there has been significant change in the world that has impacted, and will continue to impact, our regional economy and our way of life in an unprecedented way.
- 3.3 The RPF was approved for consultation by the Joint Committee on Friday 4 June 2021. The consultation period ran from Monday 14 June until Monday 26 July (six weeks) and included a number of ways for respondents to contribute their views.
- 3.4 The Elected Member Oversight Committee met on Friday 20 August and provided further feedback and broad support for the Draft Framework to progress to the next meeting of the Joint Committee.

- 3.5 The City Region Deal Joint Committee approved the [final version of the Regional Prosperity Framework](#) on Friday 3 September.

4. Main report

- 4.1 The RPF has been developed in a consultative and collaborative way with strategic input from the Regional Enterprise Council, Elected Member Oversight Committee and City Region Deal Directors Group.
- 4.2 The Framework is intended to be a document that articulates the long-term aspirational goals for Edinburgh and South East Scotland to guide the future direction of regional economic and wider policy across stakeholders. It seeks to set an ambitious 20-year vision for the regional economy, up to 2041.

Overview of Consultation Process and Responses

- 4.3 A significant number of responses to our consultation, which were received both in email format, through the Consultation Hub hosted by City of Edinburgh Council and during Remesh – online interactive sessions.
- 4.4 In total 71 responses were received through the consultation portal, or by email submission. The breakdown of these by geography is shown below:

Table 3.1 – Breakdown of Consultation Respondents by Geography

Table 3.1 – Breakdown of Consultation Respondents by Geography		
	Number	%
City of Edinburgh	23	32
East Lothian	3	4
Fife	2	3
Midlothian	13	18
Scottish Borders	11	15
West Lothian	2	3
Regional (ESES)	2	3
Regional (non-ESES)		
National	15	21
Other		

- 4.5 In addition to the formal consultation, two additional online engagement sessions were organised. These informal events engaged around 47 individuals from around the region. Table 3.2 shows the geography of those respondents that took part in the online engagement.

Table 3.2 – Breakdown of Online Participants by Geography		
	Number	%
City of Edinburgh	20	42
East Lothian	3	6
Fife	8	17
Midlothian	4	9
Scottish Borders	7	15
West Lothian	1	2
Other	4	9

- 4.6 The online events were anonymous and there is therefore no detailed information about respondents’ characteristics. The session introduction made clear that those taking part were doing so as individuals.
- 4.7 The major themes from the consultation are summarised below. These have been reflected in the final Framework:
- 4.7.1 **Travel** – including detailed feedback from Transport Scotland, also relates to environment;
 - 4.7.2 **Environment** – including feedback from Nature Scot; and
 - 4.7.3 **Society/Place** – including feedback from Scottish Government’s More Homes Division and NPF4 teams; Scottish Enterprise; Creative Scotland; and Homes for Scotland.
- 4.8 The online engagement events highlighted similar themes including:
- 4.8.1 **People and Workforce** – access to skills and training is key, including upskilling and apprenticeships (perhaps with an emphasis on “green skills”), access to jobs, addressing skills shortages, developing transferable skills. The wider context of EU Exit and COVID-19 as significant threats to future workforce stability and opportunities was highlighted;
 - 4.8.2 **Environmental** – appetite to place environmental sustainability more centrally in the vision and document (including development of microgrids, response to climate emergency);
 - 4.8.3 **Place and Transport** – quality of place; pride in place and a positive legacy; successful economy, access to affordable housing, changing patterns of travel accelerated by the COVID-19 pandemic;
 - 4.8.4 **Wellbeing** – including fair work, active travel / core path improvements, addressing (fuel and other) poverty recognising the link between poverty and poor health, community wealth building, and the need to create better career

paths in the care sector in order to meet our future care needs as a society;
and

4.8.5 **Equality** – and a desire to see a fairer region.

- 4.9 The final version of the Framework sought to incorporate the major themes above and, where appropriate, specific feedback and comments made by individual participants and on behalf of organisations.
- 4.10 The Final Version RPF appended to this report was formally approved by the City Region Deal Joint Committee on 3 September 2021.
- 4.11 Each City Region Deal partner is subsequently seeking ratification/formal endorsement of the Framework from their respective organisation committee/court.
- 4.12 The City of Edinburgh Council’s Policy and Sustainability Committee is asked to ratify the final version of the RPF (as attached in Appendix 1).

5. Next Steps

- 5.1 The purpose of the RPF is that it will be used as a basis to guide and integrate public, private and third sector decisions, actions, collaborations, strategies, policies and investments across areas such as sustainability, climate change, energy, transport, planning, housing, infrastructure, education, digital, services, equalities, well-being, economic development, procurement and delivery.
- 5.2 On 3 September 2021, the City Region Deal Joint Committee agreed to the following next steps:
 - 5.2.1 Preparation of implementation and action plans to support delivery; and
 - 5.2.2 Preparation of a prospectus version of the RPF to showcase the region as a location for investment.
- 5.3 The Framework itself outlines the following next steps that need to be developed and implemented:
 - 5.3.1 Continue to deliver the projects and programmes over the lifetime of the City Region Deal;
 - 5.3.2 Align and coordinate relevant activities that are either already being delivered or are planned to take place locally and/or regionally;
 - 5.3.3 Pipeline Projects - The region has worked collaboratively to prioritise a pipeline of projects which can be delivered over the short to medium term (1-6 years) with the right investment and partnership approach to deliver against the three key thematic areas of the Regional Prosperity Framework;
 - 5.3.4 Big moves - The strategic programmes, partnership and approaches outlined in the ‘Big Moves’ section of the main document aims to ensure that the region delivers the vision and ambition of the Regional Prosperity Framework over the next 20 years. Propositions and business cases will need to be developed for some of these moves;

- 5.3.5 A Framework Action Plan will be developed by January 2022 and will reflect a short term focus (years one to three), and it is envisaged that the action plan will be a live document, which will be updated frequently as projects are developed and delivered. The overarching Framework will be refreshed at three – five year intervals. Over the short, medium (years four - six), and longer (years seven -10) term horizons, the City Region Deal; the regional pipeline of projects; and the nine identified “big moves” will all inform action plan updates; and
- 5.3.6 Monitoring and Evaluation - Effective monitoring is essential to provide timely feedback and the ability to ‘flex’ projects if they are not delivering the intended benefits. At the heart of the City Region Deal, a well-defined Benefits Realisation Plan, recognised for its best practice, has proved critical to the success of the Deal. The RPF will learn from this work, ensure resources and processes are in position to assess this ongoing work.
- 5.4 Subject to the ratification of the final version of the RPF by each of the City Region Deal partners, work will progress with an implementation and action plan to support delivery of the Framework; and to progress with the development of a regional investment prospectus.
- 5.5 These next steps will be developed in collaboration with City Region Deal partners, Regional Enterprise Council and the Elected Member Oversight Committee members.

6. Financial impact

- 6.1 Work has been undertaken to date by the Regional Thematic Leads Officer Group.
- 6.2 Consultancy support for this work was covered by monies received from Scottish Government and a £30,000 SESplan rebate carried over into this financial year specifically for this purpose.

7. Stakeholder/Community Impact

- 7.1 A six week public consultation was held from Monday 14 June until Monday 26 July and included a number of ways for respondents to contribute their views.
- 7.2 The RPF builds on the City Region Deal ambitions of delivering inclusive growth and seeks to deliver a holistic economic framework that will provide the basis for economic recovery post-pandemic and future direction for major projects and investment that support inclusive growth and transition to a net zero economy over the next 20 years.
- 7.3 The Framework has been developed with regular input from the Elected Member Oversight Committee, Regional Enterprise Council and City Region Deal Directors group.

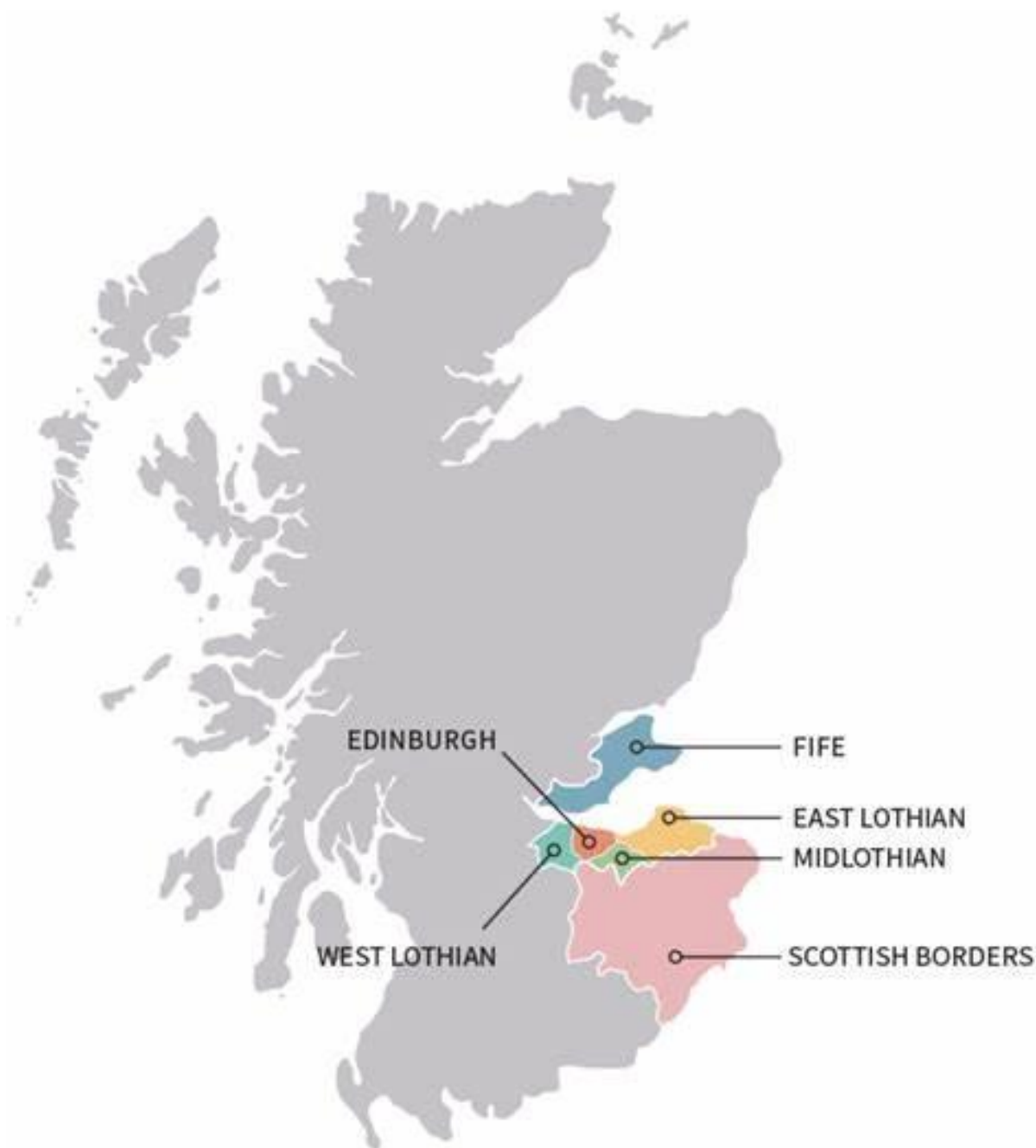
8. Background reading/external references

- 8.1 A [Regional Prosperity Framework - Consultation Draft](#) - Edinburgh and South East Scotland City Region Deal Joint Committee, Friday 4 June 2021.
- 8.2 [Regional Prosperity Framework - Final Version](#) - Edinburgh and South East Scotland City Region Deal Joint Committee, Friday 3 September 2021

9. Appendices

- 9.1 Appendix 1: Regional Prosperity Framework – Final Version.

Edinburgh and South East Scotland Regional Prosperity Framework (2021 – 2041)



Final Report for Joint Committee Consideration – 3rd
September 2021

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EXECUTIVE SUMMARY

The Edinburgh and South East Scotland (ESES) city region has an extraordinary platform to build on. The region, home to 1.4m people, of whom 65% are of working age, hosts a strong economy, incredible natural assets, world class educational institutions and cultural programmes, and diverse and innovative private and third sector businesses. The region delivers approximately 30% of Scotland's total economic output from a diverse industry base.

While the platform for the future is strong, there are a number of challenges that must be addressed to support future development. These include: the recovery from Covid-19 and its economic and social impact; addressing inequalities across the region; and delivering a just transition to a net carbon zero economy, responding to the Climate Emergency declared by Scottish Government in April 2019.

Partners across the region have been working hard to deliver on the City Region Deal that will bring investment of £1.3bn over a 15-year period. Partnerships across the region have been strengthened as a result of closer working that the City Region Deal has brought, allowing our collective and individual priorities to be articulated more clearly than ever before. It has helped us to develop a mechanism by which we are able to deliver on the key needs of our citizens. In developing this Framework, partners have articulated a vision for what they hope to achieve collectively through this approach.

Our Vision

Our aim is to become the data capital of Europe. We will ensure the social and economic benefits of this capability **extend to all**. All sections of the community will have the opportunity to develop the **key skills that will help to end inequalities in our society**. We will **protect our environment and make best use of our extraordinary built and natural assets**, ensuring that the Edinburgh and South East Scotland City Region delivers a just transition to a net zero economy. **Our institutions, ancient and modern, will deliver positive outcomes that enhance our local, national and international reputation.**

At the heart of the Framework are three key components: delivering a future society that is **resilient, flourishing and innovative**.

-  The challenges of Covid-19 have highlighted the need for **resilience** to ensure that our citizens have the support they need to respond quickly to the key issues in our communities.
-  **Flourishing** because we need to design a society and economy that works for everyone. The inequalities across our region must be tackled head-on by this work
-  The ESES region was home to the Scottish Enlightenment and now has a unique opportunity to build on the investment from the Data Driven Innovation programme. We must embrace the spirit of **innovation** found across our communities and businesses and direct this to solving a wider range of challenges

While this document mentions the economic successes of the region and plans for future growth, it also recognises the need for the environment, inequalities, well-being and quality of life to be prioritised. The region regularly tops UK city lists for quality of life¹, but there are significant challenges we must address

¹ For example https://www.numbeo.com/quality-of-life/country_result.jsp?country=United+Kingdom

within our communities to support all our citizens. In order to build this society, there are a number of key initiatives reflected within this document. This includes the need for critical infrastructure to enable this development. It also includes how we will protect the environment and support individuals to maintain the sense of community through a neighbourhood approach that helps maintain the culture, identity and vibrancy throughout our communities. Partners recognise that each forward step we take must be imbued with the need to reduce our carbon emissions impact and to reduce inequality across our region.

This Framework alone is not a silver bullet to deliver our vision. Our recommendations on collaborative working, engagement and the infrastructure must be backed up by action, and it must continue to be updated to reflect our changing circumstances. To deliver on these outcomes will require government and city region partners to work differently.

Our region's attractiveness and existing strengths both as a place to do business and where to enjoy an unrivalled quality of life provide an incredible platform from which a prosperity framework can be launched to ensure that the region's successes are enjoyed by all residents. However, it also recognises the challenges faced by the region to remain competitive on a global scale. To achieve this, there are a few critical elements that this framework must deliver:

- 1) **What, not how.** *This document sets out a strategic vision. It helps to define the future that the region aspires to. This document will be supported by subsequent action plans that articulate the "how" of delivery. These will be delivered within 4 months of the publication of this framework.*
- 2) **Leading to Deliver.** *The future state, as defined by the "big moves" that will cement the reputation of the region, will only be achieved by effective use of our major infrastructure to support delivery. This will require strong leadership to ensure cross-boundary benefits are delivered. These moves are captured at the end of this Summary.*
- 3) **Playing to Our Strengths.** *These moves (also captured in the image below) capitalise on the competitive advantage of our world class data infrastructure to deliver the society that our citizens demand.*
- 4) **Taking Complex Decisions.** *Our leaders must make a number of challenging and complex decisions which must be transparent to support the public's understanding of how these choices have been made.*
- 5) **Working Together.** *This framework shows a region of different communities, geographies and populations working together to deliver a future that works for its people and businesses. The commitment from each local authority in helping define this vision has been absolute.*

We have identified 9 major regional opportunities – "The Big Moves". The diagram below highlights how the 9 "big moves" (which we explore in Section 8) mesh together to benefit our people, places and planet and can be delivered by building on the major enablers across our region. Within each of our big moves, we have included illustrative projects to deliver the big moves. Details of each are included in Section 8.

OUR BIG MOVES	Data Capital of Europe <ul style="list-style-type: none"> • Agri-tech and Healthcare • Fintech • DDI across key sectors • Usage of Infrastructure 	Re-thinking Our Place <ul style="list-style-type: none"> • Sustainable approaches • Society & business • Regenerating High Streets • Regional Spatial Strategy 	Sustainable Transport <ul style="list-style-type: none"> • Rail network • Waverly transformation • Regional Mass Transit • Active travel
	Regenerating the Forth <ul style="list-style-type: none"> • Forth Ports Freeport/ Greenport programme • Regeneration of Edinburgh Waterfront • Cockenzie Regeneration and Blindwells 	Sustainable Tourism & Culture <ul style="list-style-type: none"> • Regional tourism network • Fair working principles • Edinburgh Festivals 	Supporting Enterprise <ul style="list-style-type: none"> • Innovation ecosystems • Support for young people • Wellbeing at heart of recovery
	Aligning Skills <ul style="list-style-type: none"> • Future skills • Digital skills • Addressing shortages • Employer skills 	Re-Inventing Healthcare <ul style="list-style-type: none"> • Usher Institute • Advanced Care Research Centre • BioQuarter • Strong regional partners 	Anchor Institutions <ul style="list-style-type: none"> • High local impacts • Sustainable employment • Reputational pull
ENABLER	INFRASTRUCTURE		
	PEOPLE AND ORGANISATIONS		

Figure 1 – Regional Prosperity Matrix

Our Major Regional Opportunities are inter-dependent and will require careful design to maximise delivery potential. We have also included within each opportunity explicit references to the projects for each of these within Section 8.

This document represents our statement of intent for the future of the region. The delivery of this vision will be enabled by a number of tangible pieces of work, some of which are highlighted in the table above. Each activity that helps to deliver this vision must contribute to the environmental journey and must help us to eradicate poverty in our region. Where activities fail to support either of these ambitions, we must take action to address this.

FOREWORD - REGIONAL PROSPERITY FRAMEWORK

Why Prosperity?

Prosperity reflects our ambition of a future that works for everyone. Economic success must not be at the expense of our planet, it must not exploit or marginalise anyone, and it must be shared more equally across the region.

This focus on a prosperous region benefitting all is what underpins the Framework.

The Framework is intended to be a document that articulates the long-term aspirational goals for Edinburgh and South East Scotland to **guide the future direction** of regional economic and wider policy across stakeholders. It seeks to set an ambitious **20-year vision** for the regional economy, up to 2041.

The region has always been a key part of, and of critical importance to, the Scottish and UK economy. It was home to the Scottish Enlightenment where leading thinkers influenced and innovated global thinking across fields such as science, medicine, engineering, agriculture, botany, zoology, law, culture, philosophy and economics. We must lead and initiate change again. We have world-class resources, institutions and talent and, more than at any other period of recent history, need to utilise these in working together to address our challenges and opportunities in an integrated, sustainable and equitable way.

Building on the successful regional partnership that is delivering the £1.3bn Edinburgh and South East Scotland City Deal, the Framework aims to set out a broader, ambitious joint approach to regional collaboration. It seeks to identify how partners in the region can build on other significant investments, such as those supported through the City Region Deal to further improve the way the regional economy functions, particularly in a post COVID-19 environment. It has been developed with input from public, private and third sector organisations. It aims to address the region's challenges and opportunities to make Edinburgh and South East Scotland a better place to live, work, study, visit and invest for current and future generations.

The Framework will be non-statutory, but it will be a **public statement of Regional Collaboration, with a wide range of partners coming together to support an agreed vision, ambition and priorities** for Edinburgh and South East Scotland. This level of regional collaboration needs all those able to contribute to the growth of the region to use the Framework to shape their individual and collective local, regional and national plans and strategies. Our nine major regional opportunities in Section 8, are an indication of the nature of our ambition for transforming the region.

The development of the Regional Prosperity Framework requires impactful collaboration between Government(s), national agencies and regional partners to drive prosperity that promotes greater equity. An empowered Regional Economic Partnership, as envisaged by the Scottish Government's Enterprise and Skills Review, would provide business and the third sector, regional partners, including higher and further education, and national agencies practical influence over regional economic planning.

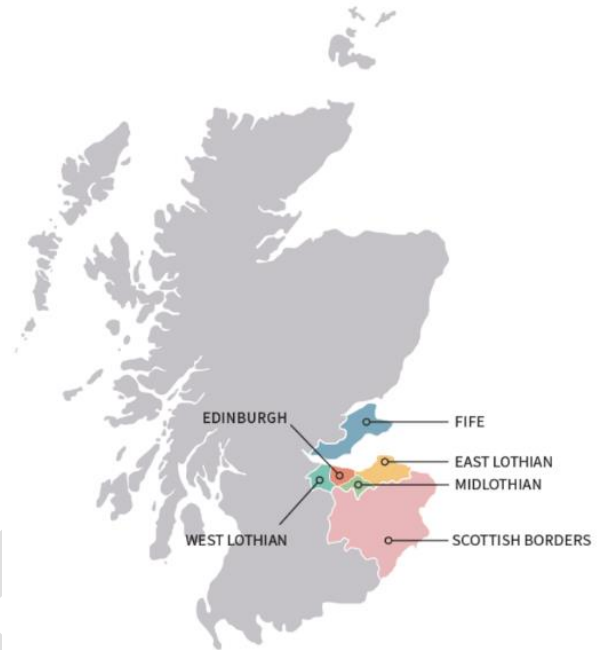
Recognising the significant changes that the region and Scotland as a whole face in the next few years, the Framework will be flexible and adaptable. As such, it will be subject to regular review and update over its lifetime, and parts of it will also be kept 'live' to take account of and to allow responses to very rapid change.

1. WHO ARE WE?

The Edinburgh and South East Scotland City Region comprises around 10% of the Scottish land mass and with a population of 1.4 million, around 26% of Scotland's population. It is also a key driver of the Scottish economy.

However, given the scale of the region, it is also a place of vast diversity. The circumstances and experiences of places are very different. This is true at the local authority level with marked differences, for example, between respectively the urban and rural contexts of City of Edinburgh and the Scottish Borders; attached as Appendix 3 is a summary of some of the unique characteristics of each of the 6 Council areas that make up the region. It is also true at the local level with significant differences between neighbouring places in the same localities.

This Framework has been developed by a range of organisations who recognise the significant benefits of coming together and working collaboratively to support the best possible future for the region. Key partners include the Edinburgh City Region Deal signatories (the six local authorities, together with regional universities, colleges and the Regional Enterprise Council, UK and Scottish Governments), as well as a range of other organisations with a key role in the Region such as Scottish Enterprise, Skills Development Scotland, South of Scotland Enterprise and SEStran.



2. WHY ARE WE WORKING TOGETHER?

Through our highly successful City Region Deal in Edinburgh and South East Scotland, we are already working in a co-ordinated way and are seeing the clear benefits achieved by partnering together. It is the stated ambition of Scottish Government for Regional Economic Partnerships to draw upon growth deals to further maximise the benefits that arise when local authorities work together and with national agencies, universities and colleges, the third sector and the private sector. The Scottish Government believes that REPs bring together regional interests, focussing and aligning resources, sharing knowledge, and identify new joined-up plans to accelerate inclusive economic growth at a local, regional, and national level. We share the Scottish Government's ambitions for regional working and believe that the Edinburgh and South East REP can set the example for other partnerships elsewhere in Scotland by deepening and expanding collaborative working in the months and years ahead.

To secure the best possible future for the region the public, private, voluntary and education sectors now see an opportunity to work more effectively to deliver greater collective impact. There is a lot that connects the different parts of the region, with interdependencies in areas including labour markets, housing markets, transportation and supply chains. The City cannot succeed without the wider region and vice versa. Against this background, the Edinburgh and South East Scotland region, like other regions across Scotland, is facing a period of unprecedented challenge and opportunity.

We have a shared duty to address the interrelated challenges of climate change, sustainability, biodiversity loss, inequalities, health and well-being, and the need to create new jobs and businesses while enabling a just transition to a net zero economy by 2045.

To face our current challenges, we need to rebuild our economy so that it supports:



People – to access fair work, to learn and develop new skills and to live happy and healthy lives



Places – that are sustainable, and attractive to live and work in and where enterprise thrives



Planet – meeting our needs in a way that will allow future generations to meet theirs, with a focus on reduction of greenhouse gas emissions (sustainability).

We need to do this against the backdrop of the UK's exit from the European Union (EU), and the global COVID-19 pandemic. We need to collaborate to enable a net zero recovery and to address our shared and interrelated challenges. Business as usual is not an option, as the cost of inaction will be too great. We need to think globally, act locally, and meet our needs in a way that allows future generations to meet theirs. Feedback from the public consultation has emphasised the need to prioritise environmental choices that must be central to the region's identity.

Our next step, through the development of this Regional Prosperity Framework, is to agree common goals and to work together to achieve them. This will allow us to develop a shared understanding of how the region can make a more significant contribution to the Scottish and UK economy, and highlight the important role each region, sector and organisation can play individually and collectively in realising the region's potential.

To achieve this the Regional Prosperity Framework will be used as a basis to guide and integrate public, private and third sector decisions, actions, collaborations, strategies, policies and investments across areas such as **sustainability, climate change, energy, transport, planning, housing, infrastructure, education, digital, services, equalities, well-being, economic development, procurement and delivery.**

3. HOW DID WE GET HERE?

Our Region before the UK Exit from EU and Covid-19

Ambitions to deliver economic growth, particularly in our region, tasked successive regional strategies to accommodate more development and increase our population. The pace and scale of this change, and environmental and infrastructure constraints, meant economic development had to be distributed across more of the region to meet growth requirements. Whilst this approach has been successful in some cases, not all our communities have equally benefitted from the work so far. Some parts of the region continue to be among the mostly poorly performing parts of the country when measured according to conventional economic measures such as GVA, while others have seen negative impacts from growth such as overheated housing markets. Within the City and across the region there are stubborn pockets of economic under-performance, inequalities and deprivation.

Areas of deprivation often exist where industries have declined and were not replaced. Comprehensive development programmes did not deliver mixed, sustainable communities, while other areas have never experienced sustained programmes of economic support. This mixed picture is also reflected in the strength of town centres across the region, with some more than others impacted by changing retail patterns, behaviours and trends, and out of centre retail locations, further deepening inequalities.

The region's outstanding higher education institutions are located in key strategic locations across the region, and its further education institutions serve their local communities. The 2016 BEIS-funded Science and Innovation Audit² highlighted the regional opportunity around data science and innovation. This was the foundation for the development of the Data-Driven Innovation (DDI) Programme, which set the differentiating vision for Edinburgh and South East Scotland as the **Data Capital of Europe**.

The Universities of Edinburgh, Heriot Watt and Queen Margaret University extended to locations on the southern and eastern edges of Edinburgh to create innovation clusters. This has enabled wider collaborations with the public and private sector to improve public and commercial service delivery.

West Lothian have strategic plans in the pipeline to capitalise on the advanced technology and manufacturing industry for potential university presence in the years to come. It is crucial that this builds on the supported growth of key data-driven innovation sectors, including: public services, finance and fintech, insurance, artificial intelligence and robotics, and bio, health and life science, food and drink and agricultural innovation.

Colleges have a crucial role to play in facilitating skills and process innovation activity to support local and regional economies and increase productivity across Scotland. Colleges will continue to build on their positive relationships with SMEs and give those enterprises opportunities to develop new and innovative business processes.

Through their close working with industry and individual business, the region's colleges have a vital part in supporting business development and sustainability, enabling the sector to play a role in supporting the region's research and innovation economy and positioning them to make a difference to future prosperity, building on existing work in this space around emerging skills needs, areas of innovative economic growth and the green recovery.

There has been notable growth in other key economic sectors such as services and freight and logistics, particularly beyond Edinburgh. Generally, though, the pattern has been a decline in traditional industries and reuse of former industrial sites for housing. Across the region many industrial premises are ageing and require adaptation or replacement to meet current and future needs.

Agriculture, horticulture, fishing, forestry and food and drink remain important regionally, with strong international reputations. tourism offer is genuinely world class but most activity is focused on Edinburgh's

² See [Audit points to city and region's digital potential | The University of Edinburgh](#)

city centre, putting a strain on infrastructure and assets. This overshadows the wider regional tourism offer and undermines the potential for linking our cultural, natural heritage and leisure tourism assets and workforce in a more compelling and integrated way.

House prices are unaffordable to many, particularly in areas within easy commute to central Edinburgh. A number of key settlements across the region expanded significantly in response to housing need and mobile demand, but jobs did not follow. Employment density has remained low outside the City of Edinburgh. Housing demand, and prices, are high across the whole region, and there is a need to significantly increase the supply of affordable homes with a wider range of house types, sizes and tenures including mid-market rent and specialist housing.

Housing-led regeneration has been successful where aligned with wider interventions, programmes and investments, including job creation, skills development and training, but less so where such approaches were not followed. Access to land and funding for affordable housing delivery is and will be a significant factor in influencing where people can live, and if and how they can access opportunities and amenities in future.

Whilst the growth of the region has brought much success, in-commuting (commuting with the City Deal boundary) and greenhouse gas emissions have increased and contributed to transport accounting for 37% of Scotland's greenhouse gases. Combined with the increased pressure on infrastructure and services it has contributed to pressure on the environment and sustained inequalities, and in some places widening them. More can be done to improve well-being, accessibility, connectivity and productivity. These factors are replicated across Scotland and contributed to the Scottish Government's declaration of a climate emergency in April 2019.

There are high levels of transport poverty³ across the region, even pockets in Edinburgh (please refer to the Transport Poverty Map in Appendix 2 from SEStran RTS Main Issues Report – June 2020), reflecting the high cost of transport, poor connectivity, which all contribute to the reliance on the private car exacerbating the barriers to employment, training and education. This has an impact for cross-regional travel, presenting an issue for individuals on entry level wages requiring public transport. This is reinforced by the Workforce Mobility Deprivation Index that is a blend of 4 SIMD factors affecting citizen access to employment, training and education.

Different issues and opportunities mean that a one-size-fits-all approach across all six local authority areas would not make sense. Complexity has been increased with the home/blended working response from Covid 19. Detailed transport issues, that take account of Covid 19, are captured in Strategic Transport Projects Review 2 – Edinburgh and South East Scotland Case for Change, SEStran RTS Main Issues Report – June 2020 and the regional partner's Main issues Reports to support the development of national, regional and local Transport Strategies and Mobility Plans. The extent to which we can adapt and be more resilient and successful in future will depend on how effectively we transition. Collaborative working will be an important part of the response.

The Framework must not only be sensitive to the distinctiveness of places, its goal is to create a framework which responds to our differences, enabling us to marshal capacities and assets across our region more effectively to meet challenges and make the most of opportunities.

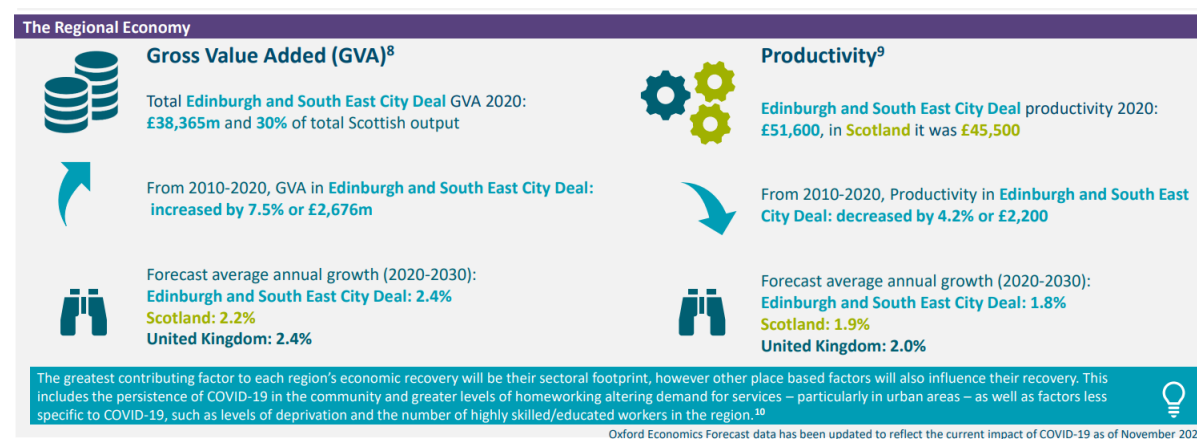
³ Transport poverty is disadvantage experienced by those who are disproportionately affected by high transport costs compared with their income, lack of suitable transport options or service accessibility that impacts on the ability to access employment, education, amenities or services

4. WHERE ARE WE NOW?

OUR CURRENT REGIONAL ECONOMIC PROFILE

The following section summarises some of the region's key economic and demographic trends as well as infrastructure assets and sectoral strengths. This information is drawn from the technical annex and from other relevant contextual documents, including the City Regional Deal document.

Figure 1 – Economic Overview



Prior to the COVID-19 pandemic, the Edinburgh and south east Scotland economy was performing strongly, with a level of growth that exceeded the Scottish average. Overall, the region was contributing approximately £36 billion per year to the Scottish and UK economies through its diverse economy.

The distinctiveness of Edinburgh and South East Scotland's culture, history and tourism offer continued to draw visitors from across the world. In 2020, the total GVA for the region was £38,365 million, accounting for 30% of the Scottish total GVA output. This is an increase of 7.5%, or £2,676 million, from 2010. This also accounts for roughly 2.2% of UK GDP, highlighting how the region continues to outperform expectations.

A key factor contributing to the region's economic output is the strength of its key sectors. Across the City Region, GVA in 2020 was primarily driven by the following key sectors: Finance and Business Services; Health and Social Care; Engineering; and Digital. Each of these top performing sectors have continued to operate throughout the COVID-19 pandemic, with heightened demand and increased opportunities emerging in Health and Social Care and Digital Technologies.

Despite significant strengths, sectors such as manufacturing, hospitality & tourism and creative industries in the region have been especially impacted by COVID-19. In addition, the region is composed of local authorities with varying levels of socio-economic resilience, based on Oxford Economics Vulnerability Index. The vulnerability index provides an indication of how well equipped a local authority is to withstand the economic shocks resulting from COVID-19, by considering its economic diversity, business environment and digital connectivity.

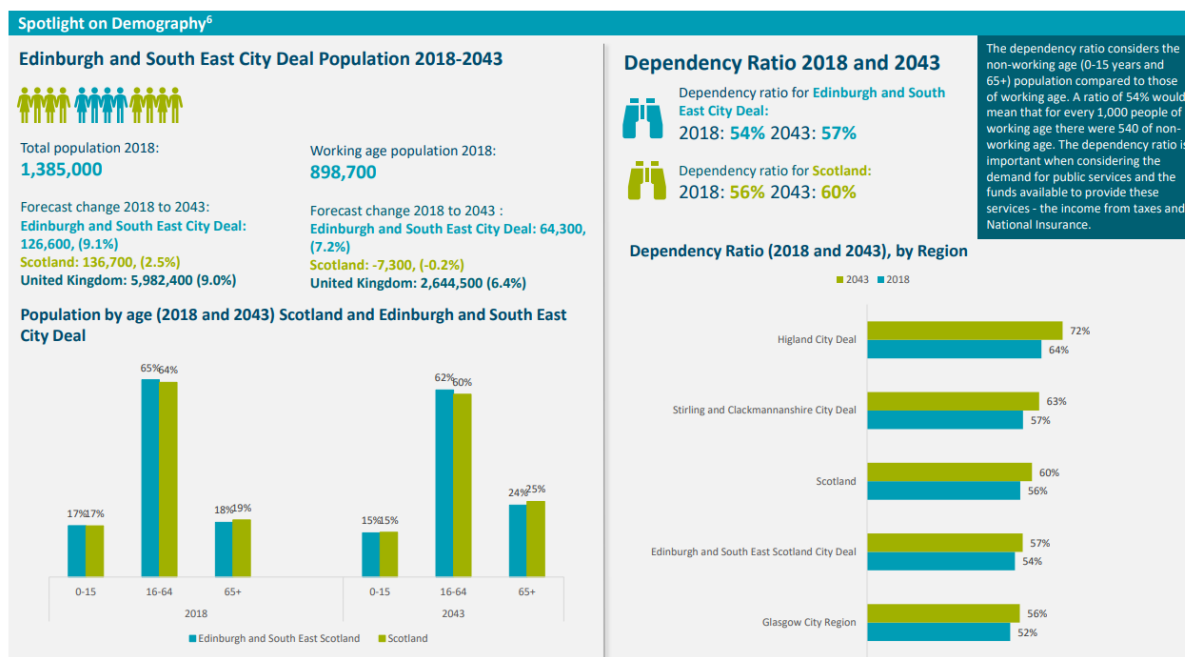
Local authorities across Edinburgh and South East Scotland with a lower share of small businesses, self-employment and reliable digital connectivity tend to be most resilient, such as the City of Edinburgh and Midlothian, which are the 1st and 4th most resilient local authorities in Scotland respectively. Other local authorities such as the Scottish Borders (the 3rd least resilient local authority area in Scotland), however, have lower levels of resilience due to poor connectivity and lower rates of home working, with a relatively high number of small businesses and individuals who are self-employed.

Despite the economic impact of COVID-19 across the City Region, economic growth is forecast to continue with average annual growth projections from 2020-2030 suggesting a growth rate of 2.4%. This is higher than the average annual growth projected for Scotland as a whole.

Demographics

The area is home to almost 1.4 million people, around a quarter (26%) of Scotland’s total population. However, over the past 10 years, the rate of population growth has begun to decline due to a reduction in natural birth rates. This is coupled with an increase in life expectancy across the region. Over the 10 years from 2009 to 2019, across all six of the local authorities, the increase in those of non-working age has been higher than those of working age (16-64). This is felt most acutely in Fife and the Scottish Borders, where the working age population has decreased by 1% and 4% respectively since 2009.

Figure 2 - Population



A demography with an ageing population and a high dependency ratio (the number of people of non-working age dependent on those of working age) means that a smaller pool of people of working age are supporting a larger pool of older people who are not working. This in turn puts additional pressure on public services. There is also a more limited labour pool on which to draw to address regional recruitment needs. Some sectors such as Health and Social Care are already experiencing skills challenges and could find it increasingly challenging to recruit the people they need unless more people of working age are attracted into the region.

Regions with high dependency ratios such as the Scottish Borders, East Lothian, and Fife, are more likely to experience labour shortages. However, this could be offset by enhanced automation in certain sectors and a focused talent attraction and retention strategy. It is also worth noting that people of non-working age contribute much through ongoing paid work, volunteering, and formal and informal mentoring.

Labour Market and Skills Landscape

The COVID-19 pandemic has had a demonstrable impact on businesses and key sectors across Edinburgh and South East Scotland. As of February 2021, there were 95,000 individuals who have had their employments furloughed across the region: accounting for 26.1% of Scotland’s total furloughed workforce. All local authorities, with the exception of the City of Edinburgh, have a higher number of females than males currently on furlough.

Figure 3 – Furloughed Jobs and Redundancy



Despite the financial impact on businesses, there has been a steady rise in the number of job postings across the region over the past 12 months, highlighting a return of recruitment. The number of new job postings has increased by 5,958 from 3,651 in April 2020 to 9,609 in March 2021. This suggests that as lockdown measures were relaxed over the latter half of 2020 business confidence began to return.

Over half of these job postings were advertised in Edinburgh, followed by Livingston and Dunfermline. Programmers and Software Development Professionals, Care Workers and Home Carers, and Nurses were the most frequently advertised occupations with skills such as teamwork and collaboration, customer service and budgeting, in high demand.

The top employing industries across the City Region over the past 12 months have been Human health activities (22%), Education (16%) and Public administration and defence (8%) with the median real time salary associated with all postings across the 6 local authorities reaching £31,800.

However, job postings in the City Deal region remain 15% lower in March 2021 when compared to March 2020, suggesting that many businesses are struggling to stay afloat – and the types of jobs available may not offer the security or hours in demand from those in the labour market.

Forecast opportunity areas and recent job postings data all highlight the importance of softer skills as well as technical skills to employers across the city region. Going forward, ensuring meta-skills such as 'Social intelligence', 'Self-management' and 'Innovation' are part of provision planning will enable individuals to compete in a competitive and changing labour market.

Looking ahead, the number of people forecast to be needed to fill job openings in the labour market by 2023 is 95,100; accounting for 28% of Scotland's total number of job openings. This is primarily driven by replacement demand, when people retire from the labour market as opposed to new job creation. It is anticipated that despite the short-term labour market challenges facing the region, there could be some job growth and new opportunities created in the mid-term.

REGIONAL IMPACT FROM UK EXIT FROM EU & COVID-19

The cumulative effects of Brexit and Covid-19 will have short, medium, and longer term economic, social and environment effects at a regional and national level.

The COVID-19 global pandemic has had wide-reaching economic, social and health impacts around the world. For Edinburgh and South East Scotland, the impact on the economy has been significant because of the large number of people employed in tourism, travel, hospitality/food service, arts, culture and (non-food) retail.

Health, economic, digital and transport inequalities that existed before the pandemic have made it more difficult for some households to cope with the effects of lockdowns and restrictions and COVID has placed significant pressures on personal finances. The effectiveness of community action projects, right across the region, have provided strong support and helped to minimise the impact on the most vulnerable in society.

Many existing business models are under threat, not just because of the immediate restrictions, but in the medium-term trends (e.g. home working) affecting patterns of consumer behaviour. This particularly affects transport, culture, retail and hospitality/food service. An economic divide between those businesses and individuals who can adapt to new ways of working, or move into new roles, and those who cannot, will develop and widen, unless support is put in place.

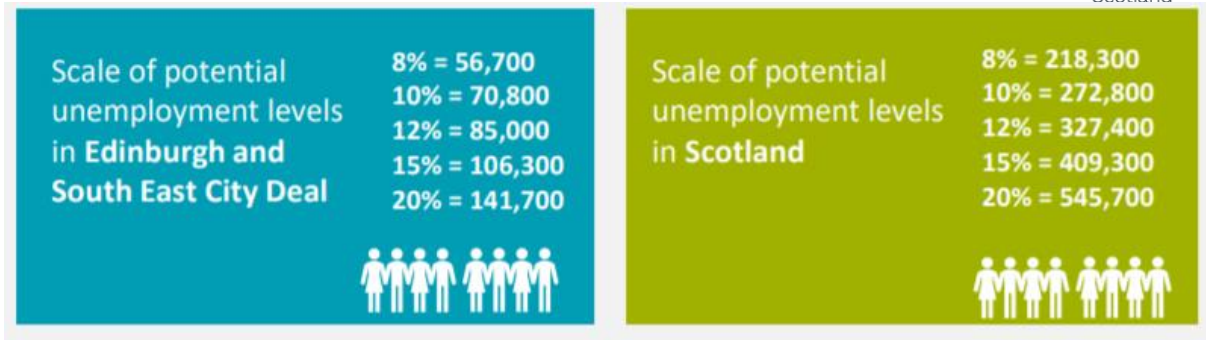
In addition to COVID-19, the UK's recent withdrawal from the European Union has the potential to create additional challenges for Edinburgh and South East Scotland's labour supply. In June 2020, there were 85,000 EU nationals living across the six local authorities in the City Deal, accounting for 35% of the total number of EU nationals residing in Scotland. This is a decrease of 37% (1,000 people) from December 2019. Once Hospitality and Tourism enters a stronger recovery phase there may be an increase in skills shortages across the sector due to its high composition of non-UK nationals. This skills deficit has been noted through the public consultation of this framework, with a clear voice on how the region's employers will depend on the education institutes to minimise these risks.

The outmigration of people from the City Region over the 6 months to from December to June 2020, hints at the potential future direction of travel in migration flows. Given that Scotland and the City Region's only forecast population growth was due to inward migration, the UK's exit from the EU has the potential to create skills shortages across a range of sectors and occupations, whilst adding to longer-term labour supply challenges related to a shrinking working age population.

Identification of Vulnerable Groups

Throughout the pandemic, the unemployment rate for 16–64-year-olds in Edinburgh and South East Scotland increased gradually from 3.1% in March 2020, to 3.7% in September 2020 (25,500 people). This is lower than the Scottish unemployment rate of 4.4% (Feb. 2021). Fife has consistently had the highest rate of unemployment of all six local authorities, and women across the City Region currently have a higher unemployment rate (4.1%) than males (3.4%).

Modelling suggests that in a worst-case scenario, if the unemployment rate across Edinburgh and the South East of Scotland were to reach 20%, we could see up to 141,700 individuals unemployed.



The impact of COVID-19 has not been evenly dispersed across the labour market. Young people have been at a particular economic disadvantage, with many employed in sectors that have been heavily restricted or closed due to physical distancing measures. In September 2020, the 16–24-year-old unemployment rate was 12.4% (9,600 individuals), higher than the Scottish rate of 11.1%. This is three times higher than the 16-64 unemployment rate.

There is also concern that the furlough scheme could be operating as a potential buffer to rising unemployment rates in the long term. Assessing the number of people on universal credit provides a timelier indication of COVID-19 potential financial impact on individuals across Edinburgh and South East Scotland. Between March 2020 and February 2021, the claimant count rose by 94.5% (57,300 people) from 60,600 to 117,900. This suggests that there has been an immediate number of job losses since the outbreak of COVID-19 across the region.

For rural regions such as the Scottish Borders, increased youth unemployment has the potential to lead to a talent drain as young people look for employment and training opportunities in other areas. This, in combination with rural transport and digital connectivity poverty, could create further labour market and skills supply challenges that persist beyond the COVID-19 pandemic. The Strategic Transport Projects Review 2 - Edinburgh and South East Scotland Case for Change report includes contextual information of relevance to these issues as well as further details on the transport problems and opportunities in the region.

Recent insight provides that 10,276 of 11,083 (93%) school leavers across the City Region transitioned into positive destinations. Most school leavers in went into Higher Education (4,554) or Further Education (3,311), and 396 individuals went on to training opportunities. It is worth highlighting that the number of school leavers going into employment increased by 49.8% to 2,849 in 2019/20 from 1,902 in 2018/19. In addition, the number of unemployed and job-seeking young people fell from 503 in 2018/19, to 395 in 2019/20.

A key area of focus over the years after the COVID-19 pandemic will be ensuring that all young people are supported into employment and training opportunities within the labour market, with additional support provided to those living in areas of high multiple deprivation. There is an expectation that the future of the labour market including portfolio working; increasing automation; and the rapid pace of change in the nature of work are likely to impact on support requirements. This is an area where our ambition is to target support appropriately, in a way that continues to respond to changes, but it is envisaged that young people will be particularly affected and will therefore be an important priority group. As part of this work, our education institutes across the region may have to deliver new apprenticeships or career pathways to support these people.

Regional Skills and Talent Development

Significant regional benefit has been achieved from the development of the Integrated Regional Employability and Skills (IRES) Programme, which continues to underpin each aspect of the ESES City Region Deal. The IRES Programme is facilitating a growing network of private, public and third sector organisations who are working together to ensure employability and skills investments are maximized. This change programme continues to embed inclusive growth factors within the network enhancing opportunities for those who live and work within the region to access higher skilled and higher paid opportunities.

The IRES Programme is comprised of seven projects:

- Housing Construction and Innovation (HCI) targeted skills gateway
- Data-Driven Innovation (DDI) targeted skills gateway
- Integrated Employer Engagement
- Intensive Family Support service
- Labour Market Analysis and Evaluation
- Workforce Mobility
- Integrated Knowledge Systems

Some of these are designed as enablers, promoting longer-term partnership working and richer collaboration between stakeholders throughout our city region area. For example, Integrated Knowledge Systems and Labour Market Analysis & Evaluation projects are ensuring the better collation, analysis and evaluation of data from stakeholder across the six regions, in order to support enhanced skills planning and supporting our response to the changing labour market in response to the Covid-19 pandemic.

Other projects such as the targeted skills gateways and the Intensive Family Support service will provide more tailored client-specific support, through engagement, training and access to progression opportunities.

Inclusive growth priorities ensure that the IRES Programme continues to address the needs of citizens including disadvantaged and marginalised groups, unlocking access to good opportunities. Closely aligned school, college, and university planning will enable educational and workforce routes for learners into key sectors. Labour market demands will inform skills planning and the delivery of upskilling opportunities providing transition into successful and sustained careers. This will prove critical to help upskill or retrain those who may wish to pursue alternative careers available to them across the region.

By supporting the needs of the regions labour market, the IRES Programme will continue to identify opportunities to enhance the skills of residents through alignment with key growth sectors. Tackling inequalities and promoting fair work agenda will remain a key focus for the project, supporting economic success as well as enhancing the wellbeing and prosperity of citizens, communities, and business. A strong regional network remains key to the success of the IRES Programme. Working closely with partners the project aims to inform evolving policy and practice needed to support the region to achieve outcomes.

Transport

COVID-19 has changed the demand for, how, why and when people travel. This has been experienced nationally, regionally and locally and longer term impacts remain to be seen, but it can be expected that there will be longstanding changes that impact on the transport network in the region and also present opportunities to lock-in positive behaviour change such as an uptake in walking and cycling. Information on

monitoring of the transport trends during the COVID-19 pandemic is available on Transport Scotland's website.

Emerging Opportunities

Despite the challenges presented by the COVID-19 pandemic, there are emerging areas of innovation and opportunity that could be the drivers of future economic growth. Enhanced reliance on digital technology has not only driven business innovation across key sectors, but it has also reshaped the landscape of work as we know it. Many sectors, such as Financial and Business Services across the City Region, are changing to a more flexible 'work-from-home' model and increasing their digital capacity. As a result, more opportunities could be brought to the region, with an increase in remote working from any local authority, while recognising the potential impact on the existing office sector and city centre retail and other support services.

This opportunity could extend beyond COVID-19 and result in several societal and economic benefits to the region, such as reducing congestion and carbon emissions as commuting activity decreases leading to a change in investment priorities aligned with the NTS2 sustainable travel hierarchies and promoting greater use of local services and shopping (inclusive growth). In the mid-long term, new opportunities in 'green jobs' are a growing area of opportunity that align with Scotland's carbon reduction aspirations (net-zero by 2045), particularly in Construction, Engineering and Manufacturing, Transport and Land-Based Sectors. Particular focus on bringing forward land use planning and transport proposals in a truly integrated manner. There also continue to be opportunities in sectors that have struggled to attract sufficient numbers to fill vacancies including health & social care, construction and teaching.

In order to prepare for and capitalise on 'green jobs'⁴ it is critical to ensure that there is a pipeline of individuals trained to enter these roles throughout the supply chain. It is important to have a clear understanding of the skills associated with these jobs, and to ensure that these are being developed through new and emerging provision pathways across all institutes in the region. This includes guaranteeing that everyone in society benefits fairly from the change towards a green economy, our collective impact to progress the environmental impact is maximised and ensuring that those who are most likely to be disadvantaged by structural changes in employment receive targeted support.

The region is also home to a wealth of natural capital, with numerous parks, coastal areas and a rich and varied wildlife. The "greenspace" across our region was highlighted as a real source of pride in the responses to our public consultation from citizens across all six local authorities. The Scottish Government declaration of a Climate Emergency in 2019, and the heightened discussions leading to COP 26 in Glasgow this November have forced the region to prioritise environmental developments.

⁴ A green job is either: any job in a business that produces good or services that benefit the environment or conserve natural resources; or a job in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources (see: <https://www.scottish-enterprise.com/support-for-businesses/funding-and-grants/business-grants/green-jobs>)

5. WHERE ARE WE GOING?

Currently, our region is in a period of profound uncertainty, facing unprecedented economic, societal and environmental challenges. It is difficult, in such a period, to set a fixed direction for the region. We recognise the need for adaptability, flexibility and agility, as we hopefully move into a post Pandemic context, and we recognise that the region is in a strong position to respond to the ongoing challenges and opportunities facing all parts of the world, and is well placed to be adaptive, flexible and agile. For the environmental concerns highlighted throughout our consultation process, it is evident that doing nothing is not an option for the region. These changes must be delivered to protect the future generations of our region.

In terms of immediate priorities, the Scottish Government has published an Economic Recovery Plan, which sets out actions across a number of themes to secure a jobs-focused and socially-just economic recovery. These include:

- Protecting jobs by supporting business recovery and sustainable, green growth
- Creating jobs through business engagement and a partnership approach
- Supporting access to good quality jobs through employment, skills and training
- Boosting local job creation through resilient people, communities and places
- Creating jobs and a Just Transition through investment-led sustainable growth

There is a clear link between better regional distribution of economic activity and improved social outcomes. The Scottish Government wants to facilitate collaborations between local government, the private sector, education and skills providers, our enterprise and skills agencies, and the third sector to use regional economies to drive inclusive and sustainable economic growth. We stand ready to work constructively and collaboratively across the public sector to achieve these aims.

Recent months have also seen development of UK Government policy and proposals in areas including levelling up, community development, R&D Place Strategy and Innovation Strategy. We must ensure that we are ready to respond to emerging policies.

Scottish Government Housing to 2040 and NPF4 – the twenty-year ambition of the Framework aligns well with the timelines of both the national housing and planning strategies. Delivering the RPF, Regional Housing Programme and seven City Region Deal strategic sites aligns closely with the investment, commitment and certainty provided by both Housing to 2040 and NPF4. It will also contribute significantly towards the national ambition to deliver 100,000 affordable homes by 2032, with at least 70% of these being for social rent. The implementation and action plans for the RPF will align closely with the new plan for Scotland and reflect the direction this will provide on future investment into our region and local communities.

The National Transport Strategy 2 (February 2020) sets the strategic direction to help deliver the 2019 Scottish Government commitment to be Net-Zero by 2045, while protecting the environment, reducing inequalities, help deliver inclusive growth and improving health & wellbeing. There is greater synergy between economic, planning, environmental and transport strategies that will provide consistent direction and shared outcomes.

Linked to these areas of Government Policy, we have also seen the publication of a range of research to inform future economic priorities, both national and local. One, produced by Oxford Economics, provided an assessment of Scotland's economic prospects and challenges. It looked at how existing resources and policy instruments could be used more effectively to raise Scotland's economic growth prospects and considered more ambitious policies which, if introduced, might generate a significant uplift in Scotland's economic growth. Incremental improvements could be achieved by more focus and resources around:

- Reform in the complexity of policy goals and instruments that exist;
- The Scottish National Investment Bank (SNIB) should play a key role to achieve a step change in economic growth;
- Continuing to attract inward investment as a key policy ambition;
- More support for 'on-shoring', particularly around manufacturing related sectors;
- Increased supported for SMEs through a more streamlined system of business support;
- Better linkages between the education and skills sector and future needs of Scotland's workforce.

The report proposed that more radical changes were needed in Government policy to support a transformation of Scotland's economic performance, with focus on:

- Increases in government borrowing and/or cuts in interest rates to stimulate stronger growth in demand and hence output;
- Significant tax cuts and deregulation, to improve competition and incentives in the economy; and
- Large increases in government support for businesses, either directly or through increased spending on infrastructure, education & skills, innovation, or the green economy.

So, what might this mean for the Region and how can it focus its considerable resources to achieve something sustainable, achievable and for the collective wellbeing of everyone? The region has real strengths and successes to build on, as well as new challenges and opportunities to face. These include:

High Quality Places and Investment in Homes and Neighbourhoods



- Some of our **urban and rural environments are enviable**, and provide an unrivalled quality of life, but this is not universal across the region. Few other regions in Europe match the quality of our natural and built assets, right across the region;
- **But the reality remains very different for many**, and policy must focus on Fair Work, local regeneration, and support for those in greatest need;
- **Home working across the Region's communities has risen sharply** as a result of the COVID-19 pandemic. This change can support our local economies and town centres, and we need to consider the future of office locations, infrastructure and provision. For some this way of working can enable a better work life balance, enhance productivity and well-being, but can also bring work/life balance issues for many. We must remember that these options are not available to all, and not all jobs can be done from home. Increased home working presents a challenge in footfall for retailers and hospitality, and for developers/investors in relation to property provision with risk of increased dereliction;
- The delivery of a **major housebuilding programme across all types and tenures**, aimed at increasing affordable living in sustainable communities with high quality place and local infrastructure. In doing so, such a programme needs to recognise the potential of the new blended / hybrid working environment, and has appropriate homeworking and wellbeing space;
- The creation of sustainable mixed communities and new destinations and attractors across the region, through regeneration and new development, can increase job density, amenities and housing options with matching service and infrastructure with appropriate legislation within more self-contained **20-minute neighbourhoods**. This must work within the Scottish Governments Housing 2040 strategy and the National Planning Framework (NPF) 4 scheduled to be published shortly with a focus on long-term developments in keeping with this proposed framework.

- A new-found emphasis on sustainability and natural capital in the light of the COVID pandemic also gives us the opportunity to recalibrate our understanding of what economic development, flows and opportunity and supporting infrastructure mean in a rural context. Typically, these features are overwhelmingly conceived as something which extends ‘out’ from cities, and it is assumed that networks exist predominantly to serve the interests of primary urban centres. While this perspective is understandable in terms of critical mass and cost efficiency, it tends to obscure an understanding of the strategic requirements of rural and less densely populated areas. If **rural areas are to maximise their contribution** to Scotland’s National Ambition for Inclusive Economic Growth and to our region, then we must take **a new approach which builds on the opportunities for flexible and digitally supported working**. This greater flexibility in residency choices and housing, with wider implications for travel and the pressure on services, creates enhanced opportunities around natural capital, for example, through renewable energy, carbon storage, or the redesign of farming support.

Major Economic Strengths and New Opportunities

- Our educational institutions, the **research-intensive Universities** in particular, give us a strong competitive advantage. Our innovation systems must maximise these flows and linkages.
- We have a major opportunity to re-focus support on **key growth areas of the economy** such as Software, the Creative Industries, Life Sciences/Healthcare, Business Services and Food and Drink. All underpinned by Data Driven Innovation, and with a skills system ensuring new skills are constantly driving innovation.
- A **commitment to more locally based supply chains** and more of a ‘near me’ economy, linked to the broader objective of supporting Community Wealth Buildings, particularly through the procurement policies of our anchor institutions can bring new economic benefit if properly channelled.
- The profile of the region having Scotland’s capital, a city of international profile and reputation.

To build on the Region’s strengths and address the existing challenges and opportunities, it is important the Region’s seeks to be ‘Resilient’ in its solutions, ‘Innovative’ in the way in which organisations work together flexibly and quickly, and seek to support a region that ultimately ‘Flourishes’ to the benefit of everyone who lives here. These themes are explored in more detail in the next section.

6. OUR EMERGING VISION FOR THE FUTURE

Having reviewed the challenges and opportunities that the region needs to address, the following section outlines our collective Vision for the region, as well as the themes that will focus our activity.

In doing so, it seeks to recognise the importance of the area’s natural, cultural, built and community assets, and our determination to create a more equal economy and society, improve citizens’ health & wellbeing, address climate challenges and help develop an internationally recognised, well-connected and outward looking city-region.

Our Vision

Our aim is to become the data capital of Europe. We will ensure the social and economic benefits of this capability **extend to all**. All sections of the community will have the opportunity to develop the key **skills that will help to end inequalities in our society**. We will **protect our environment and make best use of our extraordinary built and natural assets**, ensuring that the Edinburgh and South East Scotland City Region delivers a just transition to a net zero economy. **Our institutions, ancient and modern, will deliver positive outcomes that enhance our local, national, and international reputation.**

Delivering the Vision

A series of future regional priorities have been outlined below, these seek to maximise the opportunities the Region offers, while addressing the challenges which it faces; both existing and as a result of Brexit and COVID-19. These are emerging priorities and will require further work, consideration and consultation as the Framework develops. These priorities fall broadly into three key thematic areas – **Resilient, Flourishing and Innovative**.



7. OUR EMERGING STRATEGIC THEMES

Theme 1 – Flourishing



- We want to spread the benefits and prosperity more evenly around the region in an environmentally sustainable way, to ensure inclusive growth, community wealth building, community wellbeing and reduced inequalities are achieved. Technological and climate change is transforming the types of skills requirements and job opportunities available and how companies do business and it's vital that people in the region have the skillsets required to work in key sectors. We want to have economic wellbeing levels well above the Scottish average and equal to or better than comparable international City Regions, which are spread across all our citizens in the region. We want our governance, investments and institutions to support the economic activities that will define the region as a global pioneer and leader that our citizens are truly proud of. We aim to have a wide labour market with diverse skills base to match current and emerging business requirements as well as future growth sectors. We have education, skills and training opportunities, targeted at underrepresented groups and sectors with appropriate support to enable their increased participation. There is improved access to such employment, education and training opportunities across the whole region. This supports a diverse, broad and resilient economic base with a wide range of job types and employees linked to innovation, a just transition to net zero and local production and supply chains. Delivering new zero carbon homes, maintaining and retrofitting existing homes will be central to changing our behaviours to support of a transition towards a zero-carbon economy.

Future opportunities include:

- Delivering the 21,000 jobs that the City Region Deal projects will bring and helping our most disadvantaged communities have the skills and ability to access these opportunities.
- The City Region Deal Integrated Regional Employability and Skills (IRES) Programme will provide part of the support required to help people in the region adapt to these changes.
- Sustainable, accessible and integrated transport as an enabler to universal access for opportunities and reduce inequalities.
- Maximising community benefits from the City Region Deal and future collaboration projects can deliver economic opportunities linked to areas of disadvantage.
- Distribution of key sectors and jobs and assets - building on the region's core sectoral strengths which include: tourism, agri-tech, life sciences, data science, tech, finance, fintech, creative industries, food & drink, renewables/energy, health and social care, manufacturing, construction, warehouse and distribution.
- Growing export value and the number of exporters. Consider economic opportunities at a regional scale e.g. future warehouse, distribution, industrial and retail uses, and how those organisations maximise their global reach.
- Work in partnership with utility suppliers to ensure the combined ambition for net-zero, community wellbeing and inclusive growth can be delivered across the region.
- Embed the principles of the Logan Review across all sectors to support and nature innovation and entrepreneurship.
- Maximising the benefits of an inclusive economy to extend beyond existing urban centres to smaller towns and rural areas, to develop/enhance 'locally' functioning hubs. Reducing the need to travel unsustainably with sustainable and low carbon transport choices connecting places, create conduits for business and enterprise, workers, skills, training, and goods and services
- Collaboration with Scottish Government to deliver wide range of financial innovation opportunities that will enable the delivery of a 'Regional Housing Programme' and our seven transformational strategic sites:

- Deliver upfront land remediation and shared infrastructure delivery across sites that require it – Blindwells and the former Cockenzie Power Station Site, Edinburgh’s Waterfront, Dunfermline, Shawfair, Winchburgh, Calderwood and Tweedbank.
- To also deliver the associated low and zero carbon, green and blue infrastructure on these sites that will enable adaptation and mitigation to climate change and reduce fuel poverty, increase energy efficiency and deliver wider multiple benefits.
- Investment required to meet the greatest affordable housing need in Scotland, through an expanded regional affordable housing programme that builds on work to produce a Regional Strategic Housing Investment Plans and delivers more social homes for rent
- To enable wider delivery of affordable, specialist provision, ‘Mid-Market Rent’ and ‘Build to Rent’ and therefore mixed tenures and communities
- Regional Home Demonstrator – delivering a new business model for affordable housing that is key to the transformation of delivery (including collaborative procurement, design standardisation, whole life costs and net zero carbon performance) and moving towards the mainstreaming of modern methods of construction that can be deployed across the region
- Housing Construction & Infrastructure Skills Gateway
- Housing developments based on digital connectivity and supported by 20min neighbourhoods promoting the NTS 2 hierarchy of walking, wheeling, cycling and public transport access supported by an infrastructure first approach.

Theme 2 - Innovative



Innovation is critical to developing new solutions to the challenges and opportunities the region faces. Within our region the differentiating opportunity is Data, which is critical to future economic growth, social change, and public services. The region has ambitious plans to establish the region as the Data Capital of Europe and ensure that communities across the region benefit from data-driven and other forms of innovation. We must build on this platform to ensure that the RPF delivers for all our citizens in new and innovative manners.

The City Region is home to the £1bn+ businesses FNZ, FanDuel and Skyscanner. Major international tech companies such as Amazon, Cisco, Oracle, Microsoft and IBM have also created bases in the City Region. In 2020, Scottish start-ups collectively raised £345m with nearly 2,500 start-ups. However, as the Logan review recognised, attracting investments for these from London or abroad continues to be a challenge. The Tech Ecosystem in the region is strong and is one that has the potential for further consolidation and growth right across the region. In terms of academic and research capability, the University of Edinburgh has been ranked first in the UK for computer science and informatics research and Heriot-Watt University is a global leader in Robotics and Artificial Intelligence (RAI). East Lothian’s Food & Drink Business Improvement District includes an Edinburgh Innovation Park with Queen Margaret University to innovate around Food & Drink practices and products, including the practice of translational medicine to impart medicines in food products to address acute medical conditions.

Future opportunities include:

- Formation of a Regional Tech Ecosystem collaboration, to facilitate and promote the collective opportunities for local development and international growth, as Fintech Scotland has done for the Scottish Fintech community.
- Collaboration across public, private and academic sectors to apply data science approaches, to develop innovative and financially sustainable models to business operations, including regional opportunities in the fintech sector and in health and social care.
- Building on the infrastructure available across the region to enhance the provisions of services to our communities in a responsive and appropriate manner.
- Data-driven approaches to prevention, treatment, and health and care service provision, enabling high quality and efficient care within a world-leading learning healthcare system.

- Delivering business premises of the future are ready for data-driven innovation opportunities, including the City Region Deal Fife i3 Programme and Borders Innovation Park, as well in other major development areas like West Edinburgh, Fountainbridge and Granton in Edinburgh.
- Innovative and future-proofed infrastructure – ensuring the region is at the forefront of new infrastructure and in a position to enable 5G and superfast fibre delivery across the region, to enable businesses to locate, invest and grow in our more remote and rural locations whilst also allowing people to work from more flexibly from home and other locations.
- Innovative and future proofed transport – ensuring the region has coordinated information and flexible transport modes that are easily accessible and deployed to promote growth in the sector and support net-zero and the reduction of inequalities.
- Innovative and future proofed utility networks to effectively and efficiently serve the region and its ambitions.

Theme 3 – Resilient

Our region must be resilient and be responsive to change. Economic changes, including technological advances are rapidly taking place and changing the way we work and access services. Climate change is bringing challenges and opportunities for the region, including the need for adaptation, mitigation and sequestration measures; this could also bring significant opportunities to justly transition to a low carbon economy. Our people also need to live in places in all parts of the region that support new fair work, have access to travel and lifestyle choices and we must also evolve the skills base of people in our region to meet the requirements of our future economy.

Partners across the region will work with the Scottish and UK Governments and regional partners to ensure our national, regional and local plans, consents, investment and delivery are co-ordinated, streamlined and accelerated to ensure:

- Nationally and regionally significant transport projects will be coordinated by SEStran and delivered to connect the region better to other city regions, places and markets including:
 - Rail
 - Road based public transport
 - Active travel
 - Demand Responsive Transport
 - Mobility as a Service
 - A720/A1
 - Air
 - Marine
 - Mass Transit
 - Borders Railway Extensions
- The delivery of a fairer distribution of economic growth across the region, not just population and housing, to:
 - increase diversity of economic activity and job density across the region,
 - make more resilient communities,
 - minimise need to travel,
 - make best use of assets – e.g. contra peak capacity in transport network
 - encourage new ways of working
 - use of digital connectivity
- Masterplan Consent Areas, major developments and / or New Towns will be designated as appropriate, with major national and cross boundary transport projects to be delivered through national, regional and local level collaborative teams

- Regional Spatial Strategy and major development plans will collaborate strongly with national/regional/local transport strategies and work in partnership with transport agencies, where appropriate, to input and prioritise the delivery of sustainable transport infrastructure to help support greener travel behaviours
- We will work as regional partners to ensure
 - Our plans and strategies are coordinated across local authority boundaries and projects; and
 - Initiatives to deliver more frequent, reliable, integrated and affordable public transport are supported and active travel services and options are improved for all in the region by working closely with transport providers and SEStran and Sustrans Scotland etc.
- Better connected - Future priorities to ensure that the region is better connected, include:
 - Pursuing strategic public transport projects and priority schemes to deliver greater connectivity in the region quickly, as well as contributing to challenging national targets, such as 20% reduction in car kilometres travelled within the next ten years
 - Measures to increase workforce mobility, especially for residents of disadvantaged communities, primarily through the creation of a fully coordinated, integrated, flexible and affordable transport network across the regions that helps reduce inequalities. Strategically, future plans need to acknowledge the integration of land use and transport, to support 20-minute neighbourhoods, 'blended working' and innovative transport solutions.
 - Interventions that, individually and/or collectively, demonstrably address climate change and reduce carbon emissions.
 - A single point of information and ticketing, which is affordable and integrated for public transport across the region.
 - Helping to deliver the National Transport Strategy (NTS2) priorities and outcomes underpinned by the sustainable travel and investment hierarchies and Regional Transport Strategy objectives through appropriate infrastructure and services in new strategic sites, as well as from main centres of population to centres of employment, education and training as well as other public facilities including health care;
 - Enhancing mode choice and offering to ensure that transport network can become more flexible to adapt to the differing transport needs of the region.
 - Focusing on investments on modal shift and supporting the more disadvantaged communities.
 - Considering potential longer-term schemes for tram, light rail and heavy rail.
 - Supporting freight operators using new approaches to freight decarbonisation across the region
- Sustainable – Partner organisations are developing four strategic outline cases for the development of sustainable Energy Management Systems, Regional Supply Chains, developing an Investment Prospectus for COP 26 and setting out a Risk impact for climate change consequences, including economic consequences. Additional opportunities to help ensure the region can adapt to climate change and transition to zero carbon emissions include:
 - Sustainable Modern Methods of Construction – The scale and pipeline of regional housing development presents a unique opportunity for innovation and use of offsite manufacturing methods of construction to ensure that homes are future proofed being built to the highest quality and energy efficiency standards with significantly reduced waste and carbon emissions. Continued collaboration with Edinburgh Napier University's Institute for Sustainable Construction and Construction Scotland Innovation Centre.
 - Energy - The region already has some significant assets that can help to enable the transition to a low carbon economy. However, harnessing this collective potential combined with future investment, behavioural change, and a move towards a circular economy will be essential to meet ambitious targets. Existing key assets and opportunities across the region include:

- Energy Park Fife - Energy Park Fife is a world leading engineering and research zone within the energy sector.
 - Energy from Waste Plants - Maximising connections to Midlothian and East Lothian sites to deliver low carbon heating in the South East of Scotland.
 - Geothermal - There are several former coal fields across south east Scotland, such as the Midlothian and East Lothian and Fife coal fields, where there is significant potential to abstract and make use of warm mine water to develop geothermal heat networks.
 - Recycling - Significant expansion in recycling facilities, consideration could be given to regional recycling hubs.
 - Transport – Transport accounts for 37% of Scotland’s greenhouse gas emissions. There are a number of national, regional and local initiatives that are demonstrating or investigating the decarbonisation of transport and will help to reduce kilometres travelled by car.
 - Transport – A true modal shift from the private car (even EV powered) to active travel and public transport will help maximise the efficient use of energy, but this can only be achieved by providing a viable alternative to the private car. SESTran’s Mobility as a Service and Demand Responsive Transport approaches across the region will provide the platform to create a fully integrated public transport offering, coupled with Demand Responsive Transport to respond to the customer needs and the changing dynamics of the region.
 - The Scottish Borders is already a significant net generator of onshore renewable (wind) energy. There remains potential to expand this output in areas set out in the Local Development Plan, as well as to develop the associated upskilling, well-paid jobs and local economic benefit.
 - Offshore renewable also offer opportunities reflected, for example, in Eyemouth’s selection as an Operations & Maintenance base to support EDF Renewables UK’s Neart na Gaoithe Offshore Wind Farm.
- Green and Blue Infrastructure and nature-based solutions, including carbon capture and sequestration. We will identify regional project, programmes and actions that will help us to adapt to and mitigate future climate, focusing on reduction measures and the mitigation and sequestration. The work of this framework must enable difficult local decisions around carbon emissions but operate within the regional framework. This will support the local needs of each council, providing overarching best practice to work within. Afforestation and enhancing the significant woodland and wetland assets within the region; particularly the Scottish Borders. New developments provide green corridors for safe wildlife passage and connections to nature, natural waterways protected and preserved, natural wetlands and floodplains protected through masterplanning to provide vital future water management and prevent erosion.
 - The region has much to contribute to the net zero agenda, but there is work to do to better understand the regional issues and opportunities. Change will be rapid and we aspire to be at the forefront of this. This means developing a much stronger understanding of the impact of our collective carbon emissions impact, and what we should target first to make the biggest difference. A working group has been formed and this work is already underway as an early priority. As this develops, we will work closely with:
 - a. Scottish and UK Governments to ensure emerging good practice is reflected in our approach to GHG measurement and costing
 - b. Transport Scotland and other transport partners to seek ways to complement the emerging Regional Transport Strategy through our work
 - c. NatureScot and others to develop nature-based solutions that add to quality of environment and quality of life
 - d. Private sector partners who can deliver so much of what is needed, and require a supportive policy backdrop to enable this
 - We have a powerful range of organisations and individuals across the region who can all contribute in different ways to this critical agenda. Our “Big Moves” will all consider how best to

support our net zero aspirations. We recognise that this will require new ways of working, and new ways of thinking about our environment. Our approach to risk must reflect the urgency of the situation and look ahead to likely future legislation, taxation and GHG obligations.

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8. OUR EMERGING BIG MOVES

A Better-Connected Region

The interdependence between local partners has never been greater with increased mobility of workers and people choosing to live, work and invest in locations across the region irrespective of administrative boundaries. Within the region we will ensure that employment, training and education can be accessed by all, through sustainable transport modes.

South East Scotland is well placed to capitalise on improved international, UK cross-border, including between Edinburgh and London, as well as national connectivity. Edinburgh Airport, ports on the Firth of Forth and the radial transport corridors to, through and from our region connect it to other UK regions, Scottish regions and City Region Deals including Tay Cities and Borderlands. These routes and our digital connectivity provide the means to develop wider relationships and to seek out, attract and share new opportunities.

Edinburgh city centre and the regional core are a key connecting node, but many of our major cross boundary connections converge elsewhere in the region. A better, more sustainably connected, region underpins its future success.

Many of these strategic corridors are part of the NTS2 Strategic Transport Projects Review 2 and will inform the Scottish Government's transport investment programme in Scotland over the next 20 years (2022-42). The regional and local corridors will be developed by SEStrans and Local Authority strategies and mobility plans. Although these commitments will be longstanding, they have been developed during a period of unprecedented change and uncertainty, so regional partners will need monitor and assess the effectiveness of the commitments for the region and work with the Scottish Government and SEStran to react to any further development that may be required

Some of our key objectives are to promote future growth within the city centre, regional core and along our growth corridors in line with the high-level approach below:

- **Connecting West** – we want to build a new partnership between the east and west of Scotland right across the region, to address labour market linkages, sustainable connectivity and sectoral collaboration. This will exploit the existing M8 corridor to support the themes of education and manufacturing from Livingston into central Scotland and beyond. We also want to ensure we take advantage of our shared UK cross border connectivity and associated development opportunities, including logistics, freight and storage and distribution as well as manufacturing;
- **Connecting North** – utilising recent investment in the new Forth crossing, we want to improve connections to the Tay Cities Region and Aberdeen City Region areas, and to make available growth opportunities in key locations within Fife, including the former Longannet Power Station site, Port of Rosyth and Fife Energy Park, as well as around the Forth Bridge heads and at Edinburgh Airport, including growth of our financial, insurance and other professional sectors. This also includes the developments at Winchburgh as a southern bridgehead from which this can be enabled. The Levenmouth Rail Link will also offer new opportunities for both passenger and freight transport. A key focus of this will include ongoing support for further development of sustainable energy connections with key partners across the region and beyond;
- **Connecting East** – utilising existing and future enhancement of UK cross border connections between south east Scotland, north east England and London we want to reduce journey times and strengthen the UK cross border cities network. Along the element of this corridor within the region there is significant potential to align plans for substantial economic and housing growth in a new strategic regional growth gateway location focused on an enlarged new settlement at Blindwells with new regional town centre, the redevelopment of former Cockenzie Power Station site and a new regional gateway transport hub. The creation of a new railway station in Reston will also provide opportunities for inclusive growth and opportunities within the east of the Scottish Borders;

- Connecting South – the BioQuarter, and Edinburgh Innovation Park at Musselburgh cluster around the A720 (east end), A1, and East Coast Main Line; with Easter Bush nearby in the A701 growth corridor. The Borders Railway remains a major corridor for sustainable growth and rural regeneration; and a new North South tram line must connect North and Central Edinburgh to the Bio Quarter and then to the growing communities to the south of the city. To strengthen links further, the region requires the extension of the Borders Rail Line to Carlisle to improve UK cross border connectivity between the south of Scotland and the north west of England. For the movement of freight between the north of England and South of Scotland the A7, and A68 are key strategic routs that require future investment.

Major Regional Opportunities

This section sets out the nine major regional opportunities that have been identified through the Framework development process. Each aligns with one or more of the themes set out above and indicative projects have been captured against each of these big moves to provide an indication of how this will be delivered. Note that the indicative projects (in a,b,c format below) are not exhaustive. These opportunities cannot be fully realised without a regional approach and will deliver significant impact with the potential to reshape the region's future.

1. **A data-driven region:** *Our goal is to be the Data Capital of Europe. We have made huge strides in this direction, but this ambition now means major investment in data collation and capacity, deployment, absorption and skills – to support sectors and innovation ecosystems right across the region.*
 - a) Delivery of the major Agritech programme, aligned with health innovation activity at the Usher Institute and the wider & BioQuarter programme;
 - b) Supporting our Fintech network to diversify and future proof our financial services excellence;
 - c) Embed the DDI programme in key sectors such as tourism and advanced manufacturing (the latter initially in Fife);
 - d) Optimise the usage of the World Class Data Infrastructure investment.
2. **New approaches to sustainable development:** *over recent decades, our travel to work dynamics have changed, often to the detriment of local communities and sustainability objectives. The aftermath of the Pandemic can change that; we will see more working from home for some, changed commuting patterns and a much greater emphasis on local quality of life. We will embrace the 20-minute neighbourhood concept across the region, and, look to spatial planning and transport policies to reduce the need for travel, and where required, for mobility to be as close to net zero carbon as possible.*
 - a) Embedding sustainable approaches to delivering new communities at strategic sites such as Winchburgh and Blindwells;
 - b) The development of 'working close to home hubs' in local centres and at key transport interchange locations;
 - c) The regeneration of our high streets to imaginatively reuse the existing built infrastructure;
 - d) The development of a Regional Spatial Strategy to put these approaches on a statutory footing.
3. **Sustainable transport and mobility:** *– we will reduce car dependency and the need to travel unsustainably, right across the region by delivering key aspects of the National and Regional Transport Strategy such as interconnected cross boundary active travel links and better infrastructure for affordable public transport provision. A new mindset is needed which recognises the essential contribution of rural and less urbanised parts of SE Scotland make to the economy and society. We will provide affordable, coordinated public transport options for those who live in transport poverty for access to employment, training and education opportunities.*
 - a) The rail network is a key enabler of mobility within and without the city region. Enhancing connectivity, expanding capacity and ensuring provision is critical to a sustainable travel network. Key ambitions must include East Coast Main Line improvements including four-tracking of the line; new local stations at Reston and East Linton; the Leven Rail extension project enabling connectivity between some of East Fife's most deprived communities and attracting new business and investment

- to the area; Scottish Borders Rail extension, enabling further vital links into the Borders - a historically disconnected and deprived part of the region;
- b) The transformation of Waverley Station as the gateway to the city and country, providing the basis for improved passenger services and train operations, and supporting economic growth at the heart of the region;
 - c) Building on the expanding existing network, the development of a regional mass transit network, integrated with upgrades at Sheriffhall junction on the City Bypass to facilitate greater public transport priority;
 - d) An active travel network that delivers for all our citizens. We will build on the work achieved to date in urban and rural settings through a comprehensive regional network of safe and where possible segregated routes to encourage the most sustainable forms of mobility;
 - e) Targeted bus priority measures on local and trunk roads to facilitate modal shift, increase bus patronage, reduce congestion and contribute to the climate emergency response. Regional partners, working in partnership with bus operators, will develop and deliver ambitious schemes to improve bus provision and make use of the Bus Partnership Fund and align with other key national, regional and local projects.
4. **The Forth: a green industrial and regeneration exemplar:** Working with colleagues in the Forth Valley, we can make the Forth a national focus for renewables investment, and the mixed use regeneration potential along the Firth and coast can confirm our place as a leading European waterfront destination.
- a) Development and private/public delivery of the Forth Ports led Freeport/Greenport programme from the Forth Valley to Leith, including Rosyth;
 - b) The Edinburgh Waterfront regeneration programme, with a focus on delivery at Granton Waterfront;
 - c) The regeneration work proposed at the former Cockenzie Power Station Site including the major development at Blindwells.
5. **Sustainable tourism and cultural distinction:** *The city region is one of Europe's most important cultural destinations. But we cannot be complacent. The tourism and hospitality sector must meet skills and sustainability challenges, and we must remain rooted in authenticity. That is what makes the region so attractive. Both our 'here all year' cultural offer and our Festivals must remain internationally competitive and locally rooted and valued.*
- a) Design and delivery of a city regional tourism support network;
 - b) Optimising the role of Edinburgh as a gateway for the region and country to ensure discovery of all the region has to offer;
 - c) Building net zero and fair work principles into the sector;
 - d) Ensuring the Edinburgh Festivals remain world leading, environmentally and socially, as well as creatively.
6. **Support for starting and building a business:** *post Pandemic, new forms of enterprise will emerge. We need to ensure that national and local business support is aligned to enable the start-up and scale up process to be much more effective – and that local and regional support networks are at European standard.*
- a) Ensuring our innovation ecosystems are high functioning – involving business, HEIs, business growth agencies such as Codebase in Edinburgh alongside access to capital and advice;
 - b) Redesign our business support programmes to enable younger people across the region to start their own business, particularly supported by peer to peer networks, and supply of premises and equipment;
 - c) Explore Wellbeing economy principles to advance new economic models in the wake of the pandemic.
7. **Aligning the skills system to maximise progression** towards, into and through employment in emerging sectors and technologies including the green economy and supporting those who have been disproportionately affected by the COVID-19 pandemic (particularly young people) to secure sustainable employment.

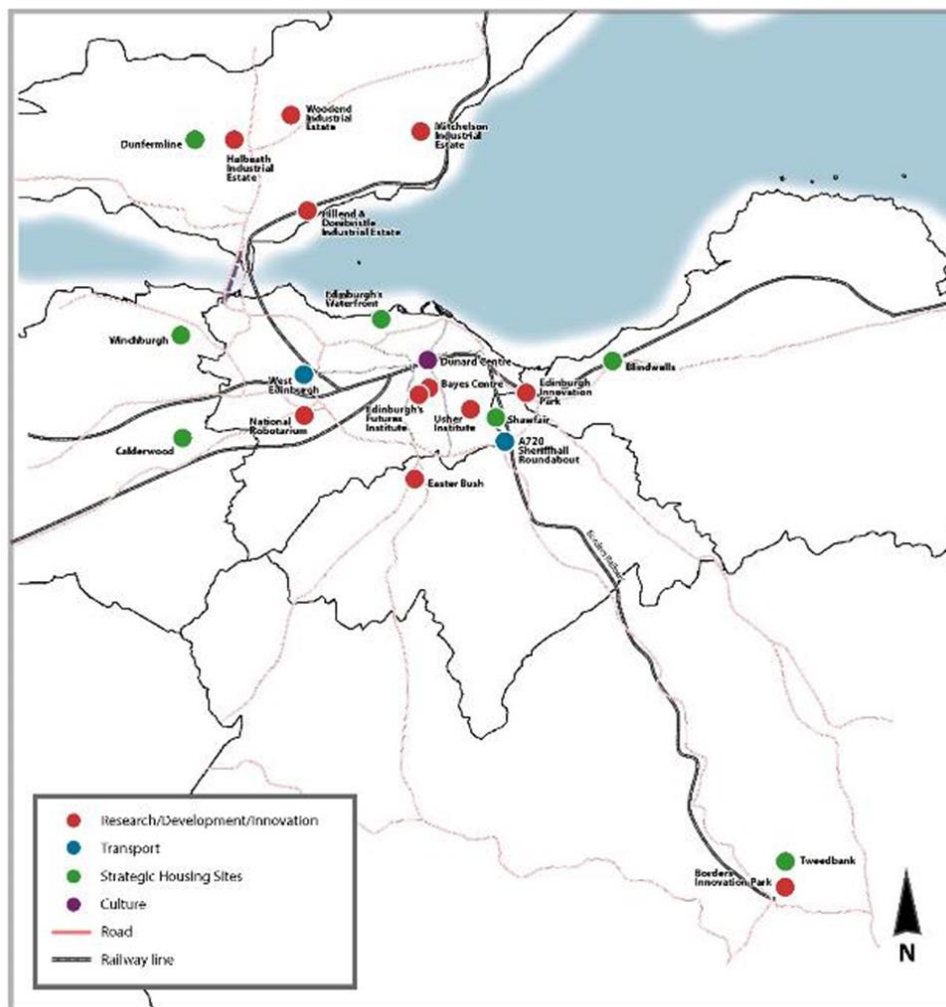
- a) Work with our Further Education Colleges to ensure key sectors in the region can shape skills needs and programmes;
- b) Build our digital skills programme in every High School in the region, learning from the work at Newbattle High in Midlothian;
- c) Addressing skills shortages in growth areas of the regional economy through local, regional and national intervention;
- d) Enhancing our employer led programmes to upskill the existing workforce to equip employees with the skills they need for the future.

8. *Healthcare and Well-being focus for all:* *Our One Health programme will build an international network of healthcare innovation at Easterbush, Edinburgh Bio Quarter and beyond. The programme encompasses core research, applied solutions, company formation and co-location, and new ways of working in local communities. We understand wellbeing is as much about Place as about science and medicine, and sustaining and building active and healthy communities is a core part of our ambition.*

- a) The Usher Institute as a future-facing institute to help understand and advance global health;
- b) Advanced Care Research Centre, shaping world-class data-driven care for those who need it;
- c) The Bio Quarter as an innovative institution for industry, academia and healthcare experts;
- d) A stronger regional partnership between Councils, Health Boards, and the third sector in creating wellbeing in local neighbourhoods.

9. *Maximising the role of 'anchor institutions':* *The region is host to internationally respected institutions which are anchored in their communities – in the public, private and voluntary sectors. They are the foundations of our strategy whether in employability, procurement, or fair work. Universities and Colleges in particular have a key role to play in attracting talent and ensuring our skills base is fit for the future. We will develop a charter of these institutions to cover:*

- a) Procurement and buying policies, to ensure local economic impact is maximised;
- b) Employment policy, to ensure these institutions support those further from the labour market;
- c) Reputational impact – to ensure these bodies are beacons for the city region, nationally and internationally.



9. OUR PROPOSED APPROACH TO DELIVERY

Delivering this Regional Prosperity requires new ways of working

The Edinburgh and South East city region is Scotland's greatest economic asset, generating wealth and opportunity for its citizens and the rest of the nation. Economically, the city region is a national force for good, acting as a catalyst for the country as a whole. Socially, culturally and creatively, it is an iconic touchstone for the Scottish people, projecting much of Scotland's global profile and as the primary gateway to Scotland. It is in the national interest for investment and funding decisions to be taken coherently to provide for the continued and increased success for the benefit of everyone throughout the country.

To achieve and deliver upon this Regional Prosperity Framework requires a new way of working. Through the City Region Deal, the Scottish and UK Governments and regional partners embarked on a new relationship. The Deal has demonstrated that partners can collaborate effectively to deliver cross-regional projects, create future regional infrastructure and strategically co-ordinate transport, housing and economic development.

For our national wellbeing, Scotland must maximise the potential and opportunities that exist in Edinburgh and the South East as articulated in this Regional Prosperity Framework. Scotland's economic health is dependent on a thriving economy that protects the environment across the region. The Scottish and UK

Governments, national agencies and regional partners must align funding programmes and investment priorities alongside the wider contributions of private and 3rd sector partners including housing associations, voluntary/charitable organisations and social enterprises to ensure this success. This will secure maximum value for taxpayers' money and will attract business, create jobs and boost prosperity to benefit the region and the nation.

These innovative and ambitious projects require a collective approach to align strategy, investment and funding, and to deliver prosperity and wellbeing across the region and for the rest of Scotland. Government has been clear that the logical extension of the positive progress of City Region Deals is for regional collaboration to go further through the development of regional economic plans, with shared outcomes, responsibilities, and alignment of priorities and resources. An unrelenting focus on the strengths of place and communities is critical to planning for and ultimately realising meaningful change. The Scottish and UK Governments and regional partners must build upon the close partnership successfully established through the Edinburgh and South East Scotland City Region Deal and ensure that powers and resources exist to provide for coherent investment in the region's key strategic priorities.

This section sets out how the projects, big moves and themes converge into a framework for delivery. The Framework Action Plan will reflect a short-term focus (years 1-3), and it is envisaged that the action plan will be a live document, which will be updated frequently as projects are developed and delivered. The overarching Framework will be refreshed at 3 – 5 year intervals. Over the short, medium (years 4-6), and longer (years 7-10) term horizons, the City Region Deal; the regional pipeline of projects; and the identified "big moves" will all inform action plan updates. Further information on each element and how it links to Framework delivery is outlined below:

Delivering the Deal

In these uncertain times the £1.3bn ESESCR Deal provides certainty both in terms of investment but also the 15-year commitment made between the Deal signatories. The projects and programmes in the Deal provide committed investment, together providing a strong foundation to grow, leverage and develop opportunities for the regional economy.

The ESESCR Deal is of national importance with significant implications for Scotland's future growth. This Framework seeks to build on the ESESCR Deal and maximise our existing assets by outlining key measures, priorities and opportunities which have arisen from the collaboration and which respond to the economic and climate challenges that face us all. In addition, the existing collaboration ongoing across partners and the established working relationships from the City Region Deal have provided a platform from which this framework can further deliver benefits for our citizens.

Monitoring and Evaluation

Effective monitoring is essential to provide timely feedback and the ability to 'flex' projects if they are not delivering the intended benefits for our citizens. At the heart of the City Region Deal, a well-defined Benefits Realisation Plan, recognised for its best practice, has proved critical to the success of the Deal. The RPF will learn from this work, ensure resources and processes are in position and ensure that right data is held for all the regions to ensure a high quality of information to assess this ongoing work.

Pipeline Projects

The region has worked collaboratively to prioritise a pipeline of projects which can be delivered over the short to medium term (1-6 years) with the right investment and partnership approach to deliver against the three key thematic areas of the Regional Prosperity Framework.

Big Moves

The strategic programmes, partnership and approaches outlined in the 'Big Moves' section aims to ensure that the region delivers the vision and ambition of the Regional Prosperity Framework over the next 20 years.

Action Plan

An action plan with a short timescales focus will be regularly updated to ensure that the key projects and deliverables of the framework are live and area able to react and respond to future economic, societal and environmental factors to best meet the needs of our communities. We will continue to refine our approach to delivery based on evidence and the feedback from our citizens.

This action plan must be appropriately resourced to deliver on the strategy captured within this framework. It requires continued commitment from the 6 Local Authorities and key partners to drive the initiatives forward to build the society that our citizens demand. Long term investment commitments by the Scottish Government and Transport Scotland are being further developed in 2021 with regional partner involvement. The region needs to support this investment to maximise the positive impact across the region and the delivery of the national ambitions, monitor the outcomes and continually work with Scottish Government and Transport Scotland to react to changing circumstances within their 20 year investment programme.

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10. OVERSEEING CHANGE

The delivery of the change proposed within the Framework will require a significant collective effort from a range of organisations, alignment and influence on national and regional strategy/investment and long-term governance arrangements.

Key partners in the delivery of the Regional Prosperity Framework will include the Edinburgh City Region Deal signatories (the six local authorities, together with regional universities, colleges and the Regional Enterprise Council, UK and Scottish Governments), as well as a range of other organisations with a key national and regional roles such as Transport Scotland, Scottish Enterprise, South of Scotland Enterprise, SEStran and SUStran.

The successful delivery of the Framework and action plan requires each of its elements to be implemented in a coordinated way. An existing structure is already in place to support the delivery of the Edinburgh and South East Scotland City Deal, and this will be the basis of a broader public/private sector economic partnership to guide and monitor the long term delivery of the Framework in the long term.

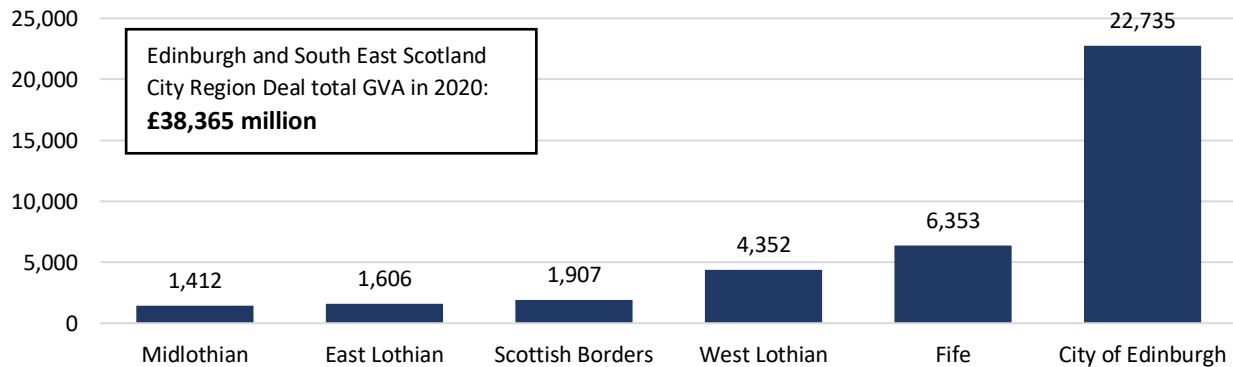
The Regional Enterprise Council – has already started to influence and shape the Framework and will continue to ensure that strong, effective leadership and input is provided across the public and private sectors.

The Elected Member Oversight Committee established in January 2021, ensures that that the Framework is developed and governed through to the delivery phase with the appropriate local level scrutiny.

The regional partners are committed to working together to develop and deliver our vision for the future of our region. We are keen to continue to focus on our strong relationship with national agencies, and the Scottish and UK Governments, to ensure that our regional efforts are both supported by, and contribute strongly to, the wider national context. We look forward to continued joint working to share and realise our Vision.

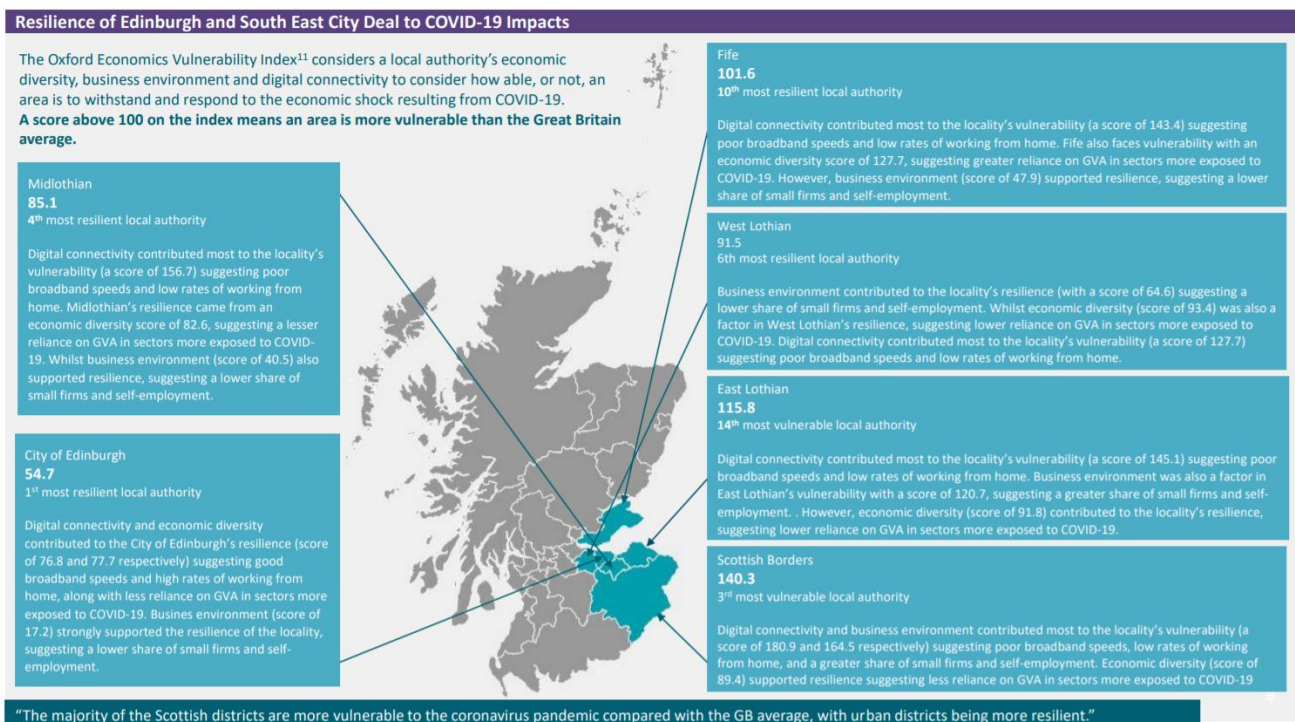
Economic Performance

Chart 1: City Region GVA 2020 (£m) by Local Authority



Source: Oxford Economics Forecasts (Skills Development Scotland)

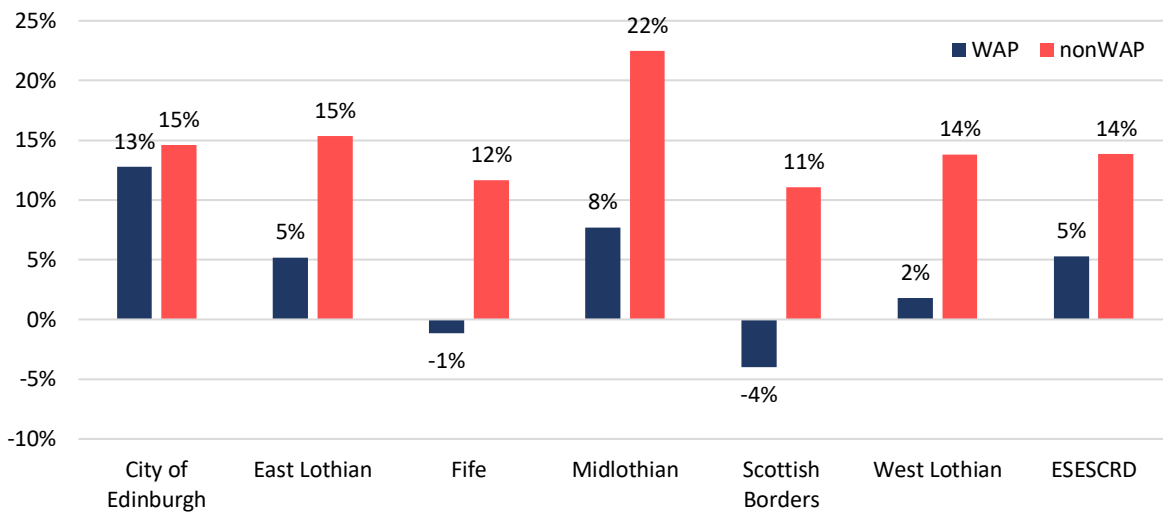
Figure 1: Oxford Economics Vulnerability Index – Edinburgh and South East Scotland



Population and Demographics

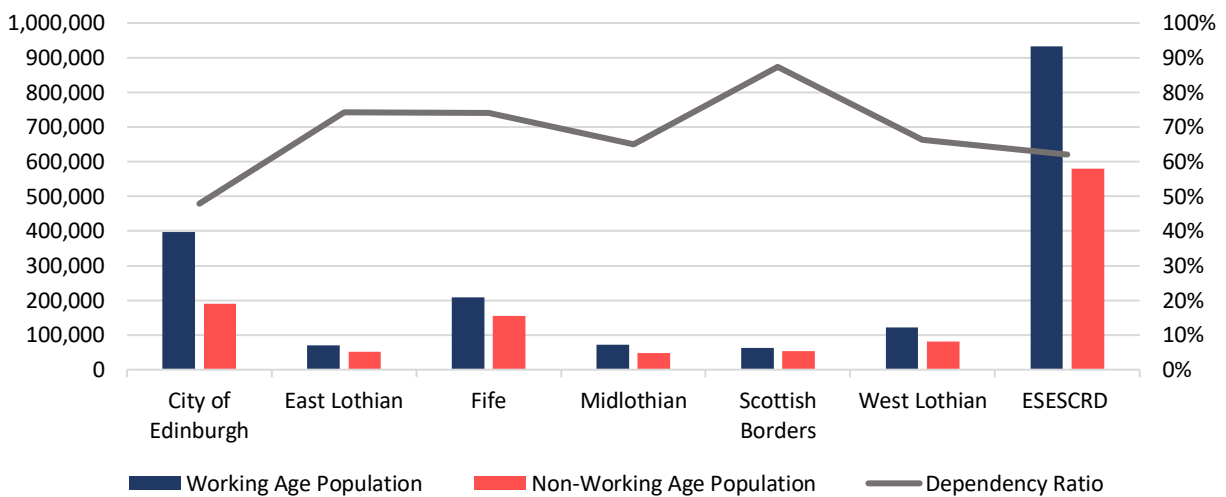
Percentage change in the 16-64 yea-old Working Age Population (WAP) and the non-Working Age Population (non-WAP) across the City Deal region between 2009 and 2019.

Figure 1: Percentage change in age categories by local authority 2009-2019



Source: National Records of Scotland

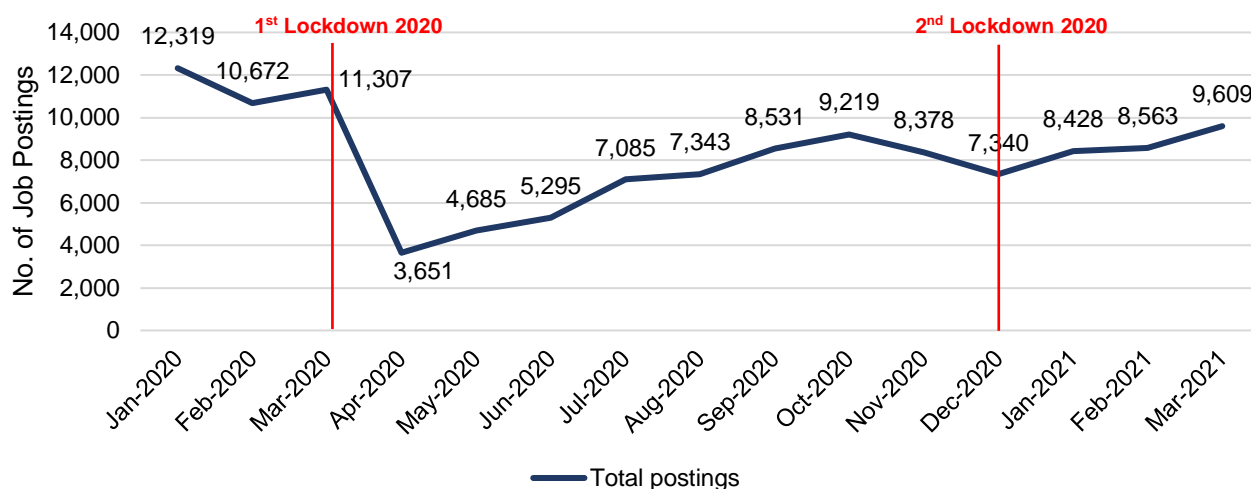
Figure 2: Population projections by age category and local authority in 2043



Source: National Records of Scotland (based on mid-2018 population estimates)

Labour Market and Skills Landscape

Chart 1: No. of Job Postings Jan 20 to March 21 – Edinburgh and South East Scotland



Source: Burning Glass Technologies (2021) *Please note that Burning Glass Job Postings data may not sum due to absence of information associated with some postings e.g. no salary information or SIC or SOC Code.

Table 1: Top Job Postings by 2 Digit SIC – Edinburgh and South East Scotland

Industry	Job Postings	% of Total Postings
Human health activities	10,581	22%
Education	7,396	16%
Public administration and defence; compulsory social security	3,914	8%
Retail trade, except of motor vehicles and motorcycles	3,044	6%
Financial service activities, except insurance and pension funding	2,919	6%
Social work activities without accommodation	2,318	5%
Activities of head offices; management consultancy activities	1,790	4%
Legal and accounting activities	1,323	3%
Residential care activities	1,249	3%
Food and beverage service activities	1,140	2%

Source: Burning Glass Technologies (2021)

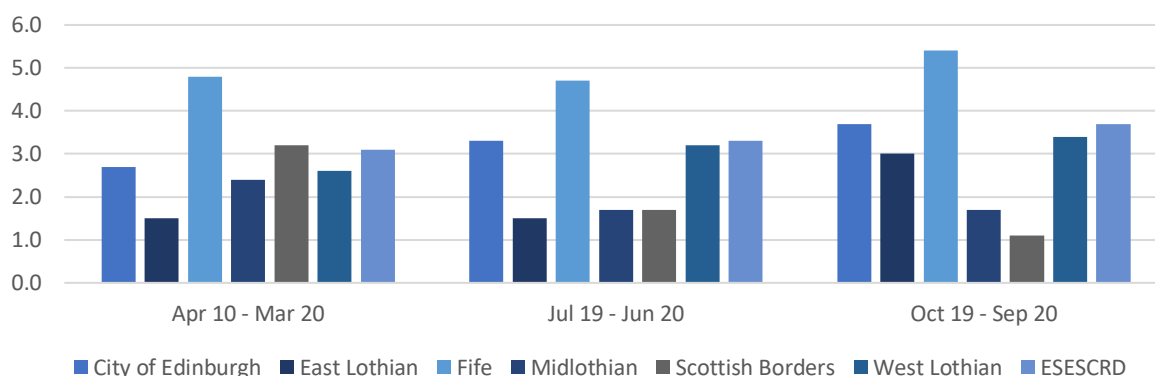
Table 2: Top Job Postings by 4 Digit SOC – Edinburgh and South East Scotland

Occupation	Job Postings	% of Total Postings
Programmers and software development professionals	5,706	7%
Nurses	3,568	4%
Care workers and home carers	3,440	4%
Other administrative occupations n.e.c.	2,107	2%
IT business analysts, architects and systems designers	1,975	2%
Managers and proprietors in other services n.e.c.	1,953	2%
Chartered and certified accountants	1,795	2%
Sales related occupations n.e.c.	1,650	2%
Customer service occupations n.e.c.	1,610	2%
Management consultants and business analysts	1,450	2%

Source: Burning Glass Technologies (2021)

COVID-19, BREXIT, and the Labour Market

Chart 1: Unemployment Rates (16-64) by Local Authority (%)



Source: Annual Population Survey (Labour Force Survey)

Chart 3: Number of People on Universal Credit in Edinburgh and South East Scotland (February 2020 – February 2021)

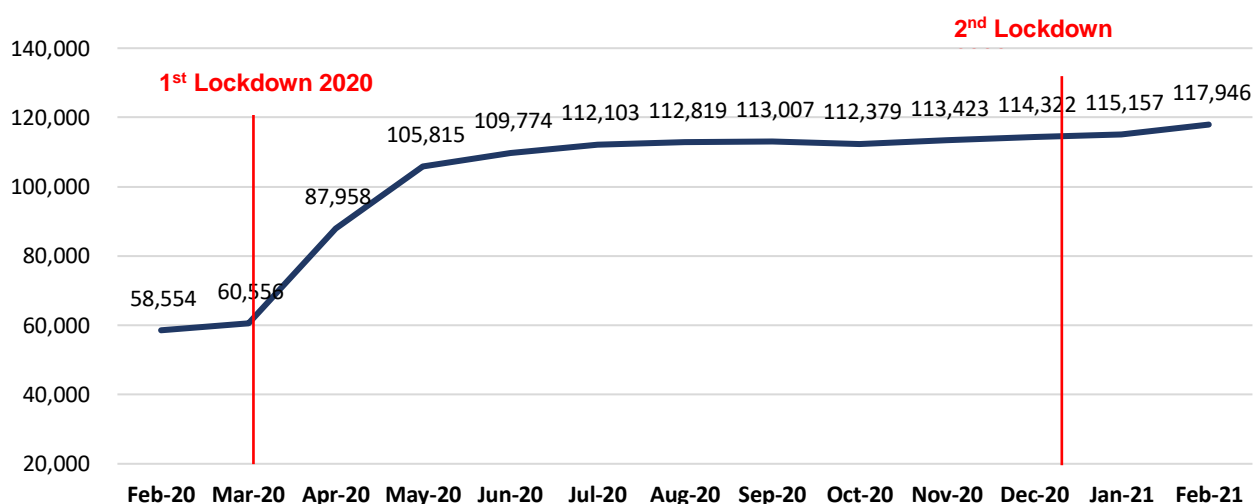
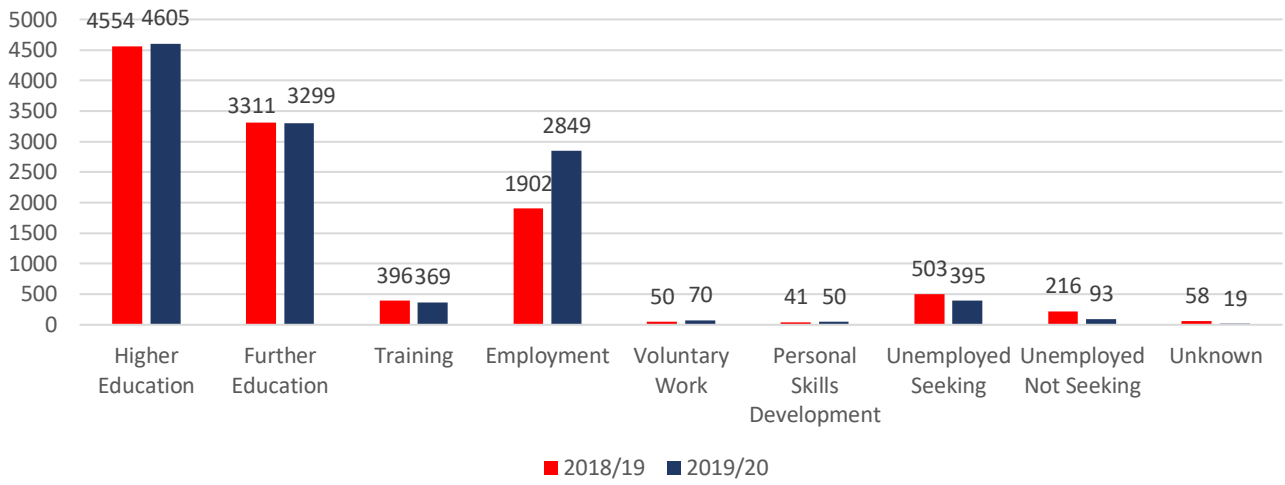


Table 1: Population by country of Birth, December 2019, and June 2020 (Thousands)

Area	EU Total (December 2019)	EU Total (June 2020)
Scotland	234,000	240,000
City of Edinburgh	46,000	47,000
East Lothian	4,000	4,000
Fife	15,000	15,000
Midlothian	5,000	3,000
Scottish Borders	4,000	2,000
West Lothian	12,000	14,000
ESESCRD Total	86,000	85,000

Source: National Records of Scotland (2020)

Chart 4: Initial School Leaver Destinations – Edinburgh and South East Scotland (2018/19 and 2019/20)



Source: Summary Statistics for Attainment and Initial Leaver Destinations, No. 3: 2021 Edition

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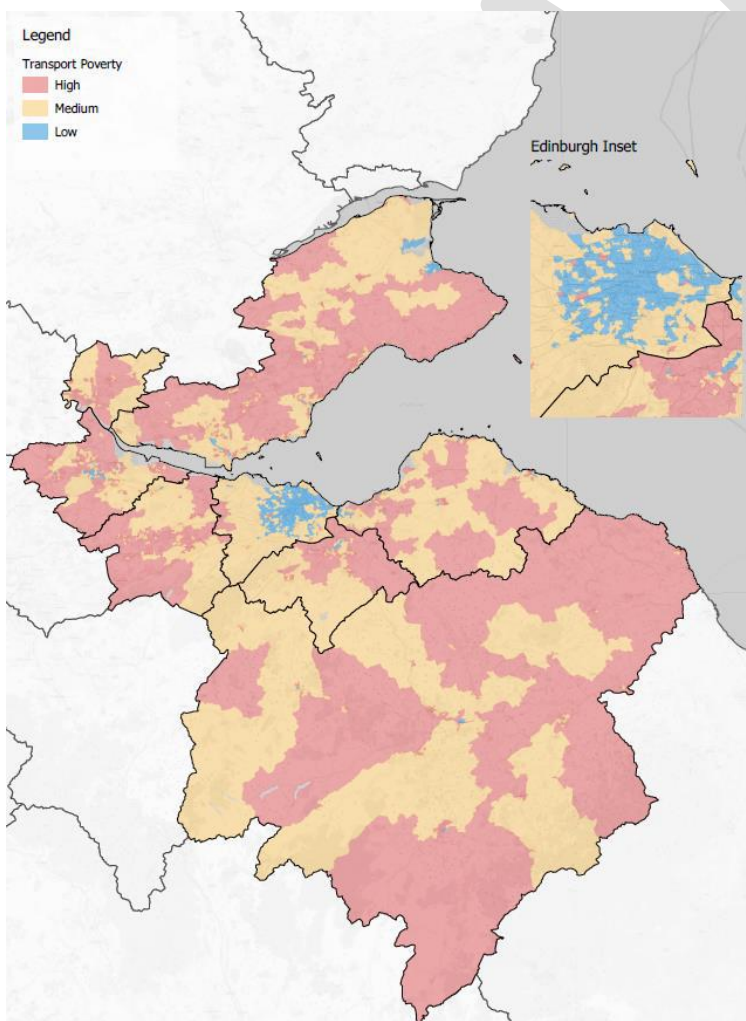
ANNEX 2

Transport Background

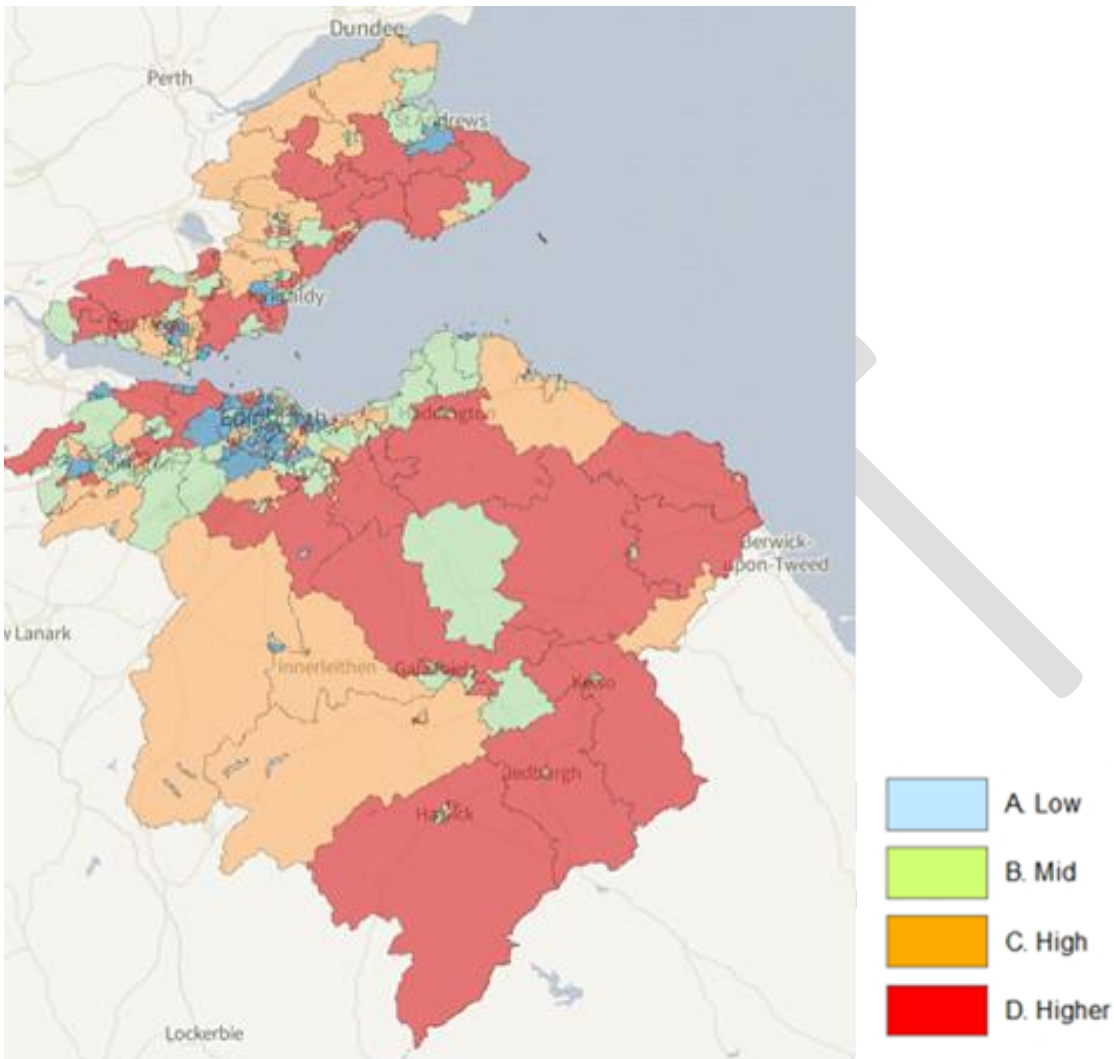
Workforce mobility is a barrier to employability, training and education across the region. It is evident that the transport barrier in Edinburgh & South East Scotland is not solely related to affordability. A number of factors have created a fragmented transport system, such as:

- patronage decline on the bus network since 2010,
- 5% of the population not connected to the public transport system,
- The majority of the City Deal region in medium and high transport poverty (SEStrans RTS Main Issues Report 2020);
- the need for more partnership working within the sector and across transport modes;
- multiple points of travel information,
- a plethora of ticketing structures/subsidies/concessions, and
- the lack of data-based route optimisation.

All of these elements have led to multiple barriers that include affordability, accessibility, complexity, integration and declining service provisions. Figure 1 from the SEStran RTS Main Issues Report 2020' highlights the majority of the region being at medium to high risk of transport poverty.



This is reinforced by the Workforce Mobility Deprivation Index that is a blend of 4 SIMD factors affecting citizen access to employment, training and education.



Workforce Mobility Deprivation Index – Scoring Methodology

15% Access Deprived	Income Deprived	Employment Deprived	Education Attainment	WFI / Score
A. None (0%) : 0 Points	A. Under 5%: 1 Point	A. Under 5%: 1 Point	A. Under 5: 4 Points	A. Low / 3 to 5
B. Under 25%: 2 Points	B. 5% to Under 10%: 2 Points	B. 5% to Under 10%: 2 Point	B. 5 to Under 5.5: 3 Points	B. Mid / 6 to 8
C. 25% to Under 50%: 4 Points	C. 10% to Under 15%: 3 Points	C. 10% to Under 15%: 3 Points	C. 5.5 to Under 6: 2 Points	C. High / 9 to 10
D. 50% or More: 6: Points	D. 15% or More: 4 Points	D. 15% or More: 4 Points	D. 6 or Higher: 1 Point	D. Higher / 11 to 18

Workforce Mobility Deprivation Index – Definitions

Component	Definition	Year
People living in 15% most 'access deprived' areas	Number and percentage of population living in 15% most 'access deprived' areas (data zones) in Scotland. Source: SIMD2020 via ScotPHO profiles	2018/2019
Population income deprived	Number and percentage of total population classified as income deprived within SIMD income domain. Source: SIMD2020 via ScotPHO profiles	2017
Working age population employment deprived	Number and percentage of working age population (16-64 years) classified as employment deprived within SIMD income domain. Source: SIMD2020 via ScotPHO profiles	2017
Educational attainment of school leavers	The score is based on school leavers' highest level of qualification, averaged across all leavers within a data zone. Source: Scottish Government via Statistics.gov.scot	2016/17-2018/19

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Local Authority Area Summaries

City of Edinburgh

About the region:

Edinburgh, the capital of Scotland, is an international hub for business, tourism, and research. Its rich history, lengthy record of innovation and creativity, iconic architecture, and vibrant culture makes Edinburgh a desirable place to live, work, visit, and study.

Edinburgh has a resilient knowledge-based economy. Productivity is high, averaging over £70,000 per worker (gross value added), unemployment is the lowest of any major UK city (with a Jobseeker's Allowance claimant rate of just 1.9% in December 2019), and gross disposable income is the highest outside of London.

- Key drivers of growth include the city's highly skilled population (over 50% of working-age residents are graduates)
- Edinburgh is an international hub for financial services and technology. The city also benefits from buoyant tourism and a strong higher education sector.
- The city is increasingly focusing on ensuring growth is sustainable and inclusive.

Edinburgh has been an international centre of learning since the renaissance, a financial services hub since the 17th century, and a centre for science and technology since the industrial revolution. Today, Edinburgh combines these long-established capabilities with strengths in modern sectors such as film and contact centres.

Key regional characteristics include:

- Edinburgh has a population of 525,000. The city has grown steadily in recent years, with annual net growth of around 1% (5,000 new residents each year).
- In 2019, JLL ranked Edinburgh the 15th top city in the world for talent concentration in its Innovation Geographies index. Edinburgh is a popular destination for international workers. In the 2020 Global Talent Competitiveness Index - a ranking of cities by their ability to grow, attract, and retain talent - Edinburgh ranked second in the UK and 45th worldwide.
- Each August, Edinburgh hosts the world-famous Edinburgh International Festival and Edinburgh Festival Fringe, along with a myriad of other world leading events like 'Edinburgh's Hogmanay'.
- Edinburgh is a hotbed of scientific discovery and technological progress. The city's four universities, two colleges, and other research institutes have world-leading capabilities in disciplines include medical science, animal bioscience, software, electronics, and energy.
- The city has set an ambitious goal of becoming carbon neutral by 2030.

Key Sectors include:

- Software & Technology
- Financial Services
- Tourism
- Higher Education
- Film & Television
- Food & Drink
- Contact Centres

East Lothian

About the region:

East Lothian is part of the Edinburgh city region and is located to the east of Edinburgh's suburban edge. The area measures approximately 270 square miles in area, and includes 43 miles of coastline. The area currently has a population of around 100,000 people, and by 2035 this is anticipated to grow to 130,000.

East Lothian has a relationship with the wider region, but it offers something different. It has wide variety of high quality built and natural environmental capital and, with countryside and coast, an abundance of leisure tourism opportunities. All this is within easy access of Edinburgh and places East Lothian in high demand as a place to live, learn, invest, work, recreate and to visit. East Lothian has to strategic economic aims and these are to increase the number of business in the area and the number of jobs.

The area also has a number of strategic long term and transformational projects and opportunities, which will be a focus of East Lothian's economic recovery and renewal, including:

- Food & Drink Innovation Hub and Edinburgh Innovation Park - adjacent to Queen Margaret University there are plans to deliver a state of the art food and drink innovation facility being the initial phase of a wider Edinburgh Innovation Park supported by partial funding from City Deal. The Hub and EIP will drive company growth, develop existing and sustainable new businesses to access a global market for healthy and functional food;
- ClimatEvolution Zone, including Blindwells New Town and the redevelopment of the former Cockenzie Power Station site. – there are plans for strategic shared infrastructure and land remediation here to deliver a significant new town with new regional town centre, and to redevelop the former power station site. Taken together, these projects present significant development potential for a wide range of uses and to create a new low carbon destination and attractor, with delivery supported City Deal;
- Torness Nuclear Power Station site - there will be a need to consider the future of this site as the current generating licence extends to 2030, but an extension to this is not ruled out. Key considerations will be decommissioning the site, utilisation of the grid connection, and future land use where deep water harbouring opportunities exist adjacent to the strategic transport network.

Key regional characteristics include:

- One of the fastest rates of population growth in Scotland, and the region;
- the lowest job density in the region, with around 50% of the working age population commuting from the area to work across boundaries;
- significant leakage of expenditure across boundaries, particularly from the west of East Lothian to other nearby areas, impacting town centres and equalities;
- significant investment will be required to overcome the transport, education and other infrastructure constraints, including to address climate change targets and effects;

Key sectors include:

- Tourism
- Small and medium size enterprise
- Farming, fishing and food and drink
- Education, health and bio and life sciences
- Renewables
- Care

Fife

About the region:

Fife is home to 373,550 people, and over 10,000 businesses. It makes a significant contribution to the Scottish economy with an annual business turnover of around £12,500 million.

A peninsula set between the Firth of Forth and Firth of Tay its coastal path and award-winning beaches encircle most of the area. It contains a mix of urban and rural areas, from large settlements to significant areas of undeveloped forest and woodland, including the Lomond Hills. Known around the world as the 'home of golf', Fife offers a total of 48 golf courses.

Key regional characteristics include:

- Scotland's third largest local authority by population size.
- Strong tourism industry worth over £650m annually (2019).
- The average age for residents of Fife is projected to increase significantly over the next decade.

These sectors offer significant opportunities, however, there is also a recognition that Fife, particularly the Mid-Fife area, continues to suffer from long standing socio-economic issues that limit its economic growth:

- Earnings and productivity are lower than the national averages.
- Business start-up rates remain below the Scottish averages.
- There are higher than average rates of youth unemployment and
- Areas of deprivation persist in some parts of Fife (particularly Mid-Fife).

Key sectors include:

The Fife Economic Strategy 2017 – 27 identifies eight key economic sectors where Fife has a particular strength or that are growing strongly :

- Energy & Renewables
- Manufacturing
- Finance & Business Services
- Tourism
- Food & Drink (including agriculture)
- Health & Social Care
- ICT and
- Construction

Midlothian

About the region:

Midlothian lies in the east-central lowlands, bordering the City of Edinburgh, East Lothian and the Scottish Borders local authority areas. The region covers 354 square miles and has a population of approximately 92,500, and encompasses seven urban centres and is surrounded by rural communities. Midlothian has a range of vibrant outdoor spaces, dedicate sports facilities, cycle routes and country parks which support diverse health, social and economic outcomes.

Key regional characteristics include:

- The fastest growing local authority area in Scotland, with an increase in households of 15% over the past decade
- Midlothian is the 4th most resilient local authority in Scotland
- Approx. 55% of the working age population commuting from the area to work across boundaries;
- Midlothian has some areas in the top 20% of deprivation and child poverty for Midlothian in 18/19 was 23.2%, the latest figure for 19/20 is 23.9%.
- Scottish Government statistics show that 94.5% of school leavers in Midlothian were in 'positive destinations' during 2019/20.
- Committed to reducing carbon emissions in Midlothian to net zero by 2030

The vision for economic growth is for Midlothian to be a recognised area in which to live, work, visit and do business with an economy that is sustainable, inclusive and ambitious.

Key sectors include:

- Life Sciences - The internationally recognised Midlothian Science Zone is a world-leading centre for research in animal science and food security, and is the largest concentration of animal related expertise in Europe.
- Data Driven Innovation - Midlothian and the University of Edinburgh have invested heavily in DDI and our Newbattle Digital Centre for Excellence prepares young people with the data and digital skills for the future world of work, fostering digital inclusion and enabling young people to engage in a wider programme around data skills.

Midlothian's Economic Priorities are to integrate the region with the regional economy and promote the region internationally

- To improve the skills landscape
- To increase economic participation
- To build on the success of our key sectors
- To improve the vibrancy of our town centres and make them more environmentally friendly
- To accelerate growth through infrastructure upgrades and reduce carbon emissions

Scottish Borders

About the region:

The Scottish Borders geographically is one and half times that of the rest of the other local authority areas which form the City Region. The region is 1,827 square miles and has a population of 115,270.

However, much more than simply size it is the combination of characteristics across the Scottish Borders, which give it its distinctiveness particularly when assessed against the rest of the ESES region.

Key regional characteristics include:

- rurality and geographic scale
- significant natural capital
- Strong agriculturally offering (farm to fork)
- Culture, history and sport create a strong tourist market and the hospitality sector, with significant capacity for growth
- Significant Net-Zero potential with a commitment to reducing carbon emissions to net zero by 2045
- Resilient communities with strong local identities
- Borders and partnership working with Dumfries & Galloway and the north England counties of Cumbria and Northumberland.
- Strong educational attainment and progression into positive pathways as highlighted with Borders College.

Key sectors include:

- Manufacturing
- Wholesale and Retail
- Construction
- Agriculture

Scottish Borders Economic Strategy 2013 – 2023 - Vision for the economy:

- Creating the conditions for businesses to compete - reflecting our entrepreneurial strength and the need to create the conditions for businesses to grow, and/ or to attract entrepreneurial people;
- Building on our assets - attracting and retaining people and growing businesses will be helped by what the Scottish Borders as a place has to offer and by our ability to maximise our assets;
- Developing the workforce of the future - fundamental to future prosperity and competitiveness is the supply of, and demand for, a skilled workforce. As there are fewer jobs available here than residents in work, people are travelling outside the area for work and this means economic performance is lower;
- Providing leadership - essential for successful economic development to be achieved, leadership will also help deliver other policy and organisational priorities too – around education, health, and the public good.

West Lothian

About the region:

The area is strategically located between Edinburgh and Glasgow at the hub of the wealth creating, central Scotland metropolitan region, identified as key to Scotland's future economic growth.

West Lothian has actively managed and facilitated change over many decades. It has moved on from its industrial past and built on its post-industrial legacy to re-emerge as a progressive and diverse place for people to live and work.

West Lothian is strategically located in the Central Belt of Scotland and is well served by a number of motorways and trunk roads and it has direct rail links from twelve rail stations to Edinburgh, Stirling, Glasgow and beyond. West Lothian's central location and excellent business and labour market connections make the area an important economic hub.

The area's business base includes both SMES and multinationals with global connections and reputations. Over the last decade it has become clear that global and technological change is a constant, and West Lothian has successfully demonstrated its capacity to respond to challenges and reinvent itself as a business location.

Over the last five years, West Lothian has seen increasing levels of school leavers achieving a positive destination:

- 93% of school leavers entered a positive destination in 2019/20 comparable to the Scottish national average.
- Progression into higher education at 43% is at its highest level in ten years.
- A quarter of leavers have gone into further education (26%) and around 19% of young people entered employment.

Effective working with Skills Development Scotland, local further education and training providers and other Community Planning Partners has improved support and opportunities available to young people in the region.

Key regional characteristics include:

- West Lothian has a population of about 183,100
- One of the youngest and second fastest growing in Scotland (with an average age of 41 compared with 42 across Scotland)
- Levels of employment and economic activity remain high in West Lothian
- 77% of West Lothian's working age population are economically active
- There are 78,000 jobs based in West Lothian
- Some 4,700 businesses are known to be operating in West Lothian
- At 5.5%, unemployment in West Lothian remains lower than the 6.0% rate of Scotland.

Key sectors include:

- Biotech & life sciences,
- Logistics & distribution,
- Electronics & software,
- Engineering,
- Construction,
- Food and drink manufacture,
- Retail and creative industries.

Consultation Process

This Framework has been shaped by an extensive consultation process, during which the officers listened and acted upon comments and suggestions from organisations and members of the public from across the region. Listed below is a snapshot of the key activities which have shaped this framework.

- A draft version of the framework was produced by officers from across the six local authorities and partners including Scottish Enterprise.
- This version was communicated out to the Elected Members Oversight Committee (EMOC), as well as Directors from across the local authorities for feedback and approval to proceed to public consultation.
- Colleagues at Edinburgh Council supported the RPF by hosting the framework on the consultation hub, which was set to run for a period of six weeks.
- Towards the end of the six weeks, the team also facilitated two online discussions on a virtual platform, designed to engage with members of the public to assess the priorities identified within the framework.
- As the public consultation ended, feedback was received in three formats:
 - Feedback on the consultation hub;
 - Feedback from the two hosted discussions and the participants' responses; and
 - Email feedback, largely from organisations (e.g. Scottish Government).
- The team then analysed these responses, aggregating them into the appropriate themes (e.g. transport, environment etc.) which were then considered in full.
- Each theme was considered against the draft framework to revise the content within to reflect the views communicated with the team.
- These views are now reflected within this version of the framework, which has been issued through the necessary governance cycles.

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Scottish Government Consultation: Scottish Building Regulations

Executive/routine Wards Council Commitments	Routine All
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1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
 - 1.1.1 Agree the consultation response to the Scottish Government Consultation for Scottish Building Regulations: Proposed changes to Energy Standards and associated topics, including Ventilation, Overheating and Electric Vehicle Charging Infrastructure; and
 - 1.1.2 Note that the consultation on Scottish Building Regulations closes on the 29 October 2021.

Paul Lawrence

Executive Director of Place

Contact: Gareth Dixon, Senior Policy and Insight Officer and Colin Wishart, Acting Operations Manager, Building Standards

E-mail: Gareth.dixon@edinburgh.gov.uk | Colin.Wishart@edinburgh.gov.uk

Scottish Government Consultation: Scottish Building Regulations

2. Executive Summary

- 2.1 This report provides a response to the Scottish Government Consultation on Scottish Building Regulations. This consultation relates to a range of different building regulations including heat and energy in buildings, ventilation and avoiding the risk of overheating, construction and design standards and proposals for Electric Vehicle (EV) chargers to be installed in new and existing premises with a certain number of parking spaces.

3. Background

- 3.1 The City of Edinburgh Council declared a Climate Emergency in 2019 and set an ambitious target for Edinburgh to become a net zero city by 2030. Delivering net zero emissions by 2030 and adapting to the impacts of climate change will require system-wide and transformational change across all sectors of the city. The draft Climate Strategy sets out actions for delivering on this ambition and also makes a number of asks of Scottish Government, focused on those areas where the Council or the city does not have the powers, resources or levers to enable net zero action at the pace required.
- 3.2 The purpose of this consultation is to review and make further improvements to the standards set within the Building (Scotland) Regulations 2004 to limit greenhouse gas emissions and energy use, both in new buildings and where work to existing buildings takes place. The aim of which is to offer proposals, as part of broader action by the Scottish Government on climate change, to become a net-zero society by 2045.
- 3.3 This Consultation is part of a continuous review process that will focus on actions which are effective in reducing energy demand and the delivered energy needed for a new building. This purpose of the review is to ensure alignment with national policy on climate change as detailed in the [Scottish Government's Climate Change Plan update](#) published in December 2020. This update maintains the commitment to investigate the potential for improvement on 2015 energy standards and also

how building regulations can support national policy on decarbonisation of heat and the decarbonisation of transport.

- 3.4 Some of the proposals have direct relevance to the Council in its delivery of the Draft 2030 Climate Strategy.

4. Main report

The Consultation Survey

- 4.1 The purpose of the consultation survey is to consider further improvements to the standards set within the Building (Scotland) Regulations 2004 (Building Regulations) to limit greenhouse gas emissions and energy use, both in new buildings and where work to existing buildings takes place. The outcomes of the consultation will impact on capital programmes for housing, operational estate and transport.
- 4.2 The consultation covers questions related to the technical, commercial and wider policy implications of improvements to energy standards and offers proposals, as part of broader action by the Scottish Government on climate change. It also presents proposals on the provision for EV charging infrastructure.

The Scottish Building Standards system

- 4.3 The building standards system in Scotland is established by the Building (Scotland) Act 2003. The system regulates building work on new and existing buildings to provide buildings that meet reasonable standards which:
- 4.3.1 Secure the health, safety, welfare and convenience of persons in or about buildings and of others who may be affected by buildings or matters connected with buildings;
- 4.3.2 Further the conservation of fuel and power; and
- 4.3.3 Further the achievement of sustainable development.
- 4.4 A draft response to the Consultation has been prepared and is attached in Appendix 1 for approval.

5. Next Steps

- 5.1 If approved, the Council's response will be submitted through the Scottish Government's consultation page: [Scottish Building Regulations: Proposed changes to Energy Standards and associated topics, including Ventilation, Overheating and Electric Vehicle Charging Infrastructure.](#)

6. Financial impact

- 6.1 There have been no costs incurred in preparing this Consultation response, other than staff time.

7. Stakeholder/Community Impact

- 7.1 Future work will be developed on the expected stakeholder and community impacts if the proposals make their way into law.
- 7.2 These will be considered by the Council proposed changes to existing Building Regulations are defined by the Scottish Government.

8. Background reading/external references

- 8.1 [Consultation Paper on Building Regulations](#), Scottish Government.

9. Appendices

- 9.1 Appendix 1 – Response from City of Edinburgh Council on the Scottish Building Regulations Consultation Survey.

Appendix 1 – Response from City of Edinburgh Council on the Scottish Building Regulations Consultation Survey

Consultation Questions

Part 2 – Energy, new buildings

Question 1 –

Do you support the extension of standard 6.1 to introduce an energy target in addition to the current emissions target? If yes, do you have a view on the metric applied – primary or delivered energy?

Yes, a primary energy target

Yes, a delivered energy target

No

Please provide a summary of the reason for your view below.

[Click or tap here to enter text.](#)

Question 2 –

What level of uplift to the 2015 standard for new dwellings do you consider should be introduced as an outcome of this review?

Option 1: 'Improved' standard (32% emissions reduction)

Option 2: 'Advanced' standard (57% emissions reduction)

Another level of uplift

Please provide a summary of the reason for your view.

It is appreciated that a stepped change has to be taken in improving the energy performance and demands in the construction of new or alteration of existing buildings. To allow the energy suppliers to adjust to and move fully towards low (or net zero) carbon generation a radical approach has to be taken to address the climate change targets that are necessary to reduce effects of greenhouse gas emission on the atmosphere. The City of Edinburgh Council is aiming for Net Zero by 2030 and any change in legislation to help achieve this target is welcomed.

Although new housing is currently only adding 1% annually to the housing stock, the starting point in improving standards is to set targets as high as possible.

Question 3 –

What level of uplift to the 2015 standard for new non-domestic buildings do you consider should be introduced as an outcome of this review?

Option 1: 'Medium' standard (16% emissions reduction)

Option 2: 'High' standard (25% emissions reduction)

Another level of uplift

Please provide a summary of the reason for your view.

As above. Owners of new or altered buildings have a responsibility and role to play in helping achieve a more sustainable future. Green energy generation is achievable with the correct investment in infrastructure.

Question 4 –

Do you have any comments or concerns on the values identified for the elements which make up the Domestic notional building specification for either option, e.g. in terms of their viability/level of challenge?

Yes

No

If yes, please provide your comments.

Ambitious targets must be set to demonstrate the seriousness of the situation and the need to reduce carbon production in the building industry.

Delaying any improvements will not help achieve a sustainable future.

Price increases in materials, shortages in materials and labour upskilling are concerns and should be guarded against as reasons for delaying the introduction of new and improved requirements.

Question 5 –

Do you have any comments or concerns on the values identified for the elements which make up the Non-domestic notional building specification for either option, e.g. in terms of their viability/level of challenge?

Yes

No

If yes, please provide your comments.

See comments above.

Question 6 –

Do you have any comments on the simplified two-specification approach to defining the Domestic notional building from 2022?

Yes

No

If yes, please provide your comments.

The simplified two-specification approach gives a base figure for designers to work from, has a built-in degree of flexibility as well as a defined set of figures that could be followed in the design of a new building and still achieve compliance.

Question 7 –

Do you have any comments on the simplified two-specification approach to defining the Non-domestic notional building from 2022?

Yes

No

If yes, please provide your comments.

As above.

Question 8 –

Do you have any comments on the proposal to separate and provide a more demand-based approach to assignment of domestic hot water heating within the Non-domestic notional building specification from 2022?

Yes

No

If yes, please provide your comments.

N/A.

Question 9 –

Do you support this change in application of targets for supplied heat connections to new buildings, focussed on delivering a consistent high level of energy performance at a building level?

Yes

No

Please provide a summary of the reason for your view.

This change simplifies the understanding, promotes the use of and recognises the benefits of supplying heat to a building from external networks.

Encouraging designers to consider this route to compliance.

This also informs the verifier of the implications of using a heat connection.

Question 10 –

Do you agree with the principle set out, that the benefit from on-site generation within the compliance calculation should be limited by a practical assessment of the extent that generated energy can be used onsite?

Yes

No

Please provide a summary of the reason for your view.

The draft guidance succinctly provides assurance that such generation is effective in reducing the delivered energy total for the building, reducing over capacity and waste.

Question 11 –

Are there any particular concerns you have over this approach, e.g. with regards particular technologies or solutions?

Yes

No

Question 12 –

Do you agree with the proposal that new buildings where heat demand is met only by 'zero direct emissions' sources should be exempt from the need for a calculation to demonstrate compliance with the Target Emissions Rate?

Yes

No

Please provide a summary of the reason for your view.

This simplifies the design and assessment processes in establishing when a building meets the mandatory standards.

Question 13 –

Do you support the need for new buildings to be designed to enable simple future adaptation to use of a zero direct emissions heat source where one is not initially installed on construction. And for information setting out the work necessary for such change to be provided to the building owner?

Yes

No

Please provide a summary of the reason for your view.

Allowing flexibility of design in areas where there is a skill or material shortage is important, but it must guard against this being an opportunity to circumvent high sustainability standards and continue to use carbon producing heat generation on buildings.

Question 14 –

Do you have any comments on the level of information needed to support such action in practice or on the extent to which alterations other than those at, or very close to, the heat generator can be justified?

Yes

No

Clarification on what could be deemed as "simple future adaptation" would be useful. The lessons learned from the inclusion of a "future shower" requirement in Section 3 should be used to help in this instance.

Question 15 –

Do you support the retention of the current elemental approach to setting minimum standards for fabric performance in new dwellings, supported by the option to take an alternate approach via calculation of the total space heating demand for the dwelling (as described)?

Yes

No

Please provide a summary of the reason for your view.

Giving designers a base figure to work with provides a near prescriptive approach that can easily be followed to achieve compliance, whilst still including the flexibility that designers seek.

Question 16 –

In the context of the proposed approach, If you have any comments on the maximum U-values proposed for elements of fabric, in relation to their level of challenge and achievability at a national level, please set them out below.

Yes

No

These back-stop levels are useful in assessing works to extend or alter existing buildings. These types of applications make up most building warrant applications across the country. There should be limited challenge in achieving the maximum levels.

Question 17 –

Do you support the move to airtightness testing of all new dwellings, by registered members of an appropriate testing organisation?

Yes

No

Please provide a summary of the reason for your view.

The infrastructure should now be in place to accommodate this additional requirement. It will create a more consistent approach to how all new dwellings should be constructed, reduce the likelihood of inconsistencies not being identified at the completion of dwellings and provide a better service and product to the customer.

Question 18 –

Do you support the move to increased airtightness testing of all new non-domestic buildings, by registered members of an appropriate testing organisation?

Yes

No

Please provide a summary of the reason for your view.

As above. This will also create more jobs in the sector to cope with the increased demand.

Question 19 –

Do you support the adoption of CIBSE TM 23 as the basis for airtightness testing in Scotland?

Yes

No

Please provide a summary of the reason for your view.

By appreciating the need for airtight construction in the early stages of design, building engineers can achieve the high controllable ventilation standards demanded by clients. This guide shows why it is necessary to carry out air leakage testing, acceptable rates of air filtration, and what can be done where problems are discovered.

Question 20 –

Do you support the introduction of the pulse test method of airtightness testing as a further means to testing and reporting on the performance of new buildings?

Yes

No

Please provide a summary of the reason for your view.

Pulse is a portable compressed-air based system that is used to measure the air leakage of a building or enclosure at a near ambient pressure level (4Pa). By measuring at a lower pressure, the system provides an air change rate measurement that is representative of normal inhabited conditions, helping to improve understanding of energy performance and true building ventilation needs. It brings Scotland in line with England and Wales.

Question 21 –

Are there any particular benefits, risks or limitations you would seek to identify?

Yes

No

Giving a choice to the building industry will allow users to decide which method they prefer to use **provided the skills required for the testing regime match the demand.**

Question 22 –

Do you consider this amended provision provides an appropriate balance between:

- the requirement to improve building energy performance in new buildings;
- enabling the reuse of better performing modular elements; and
- enabling use of small units for short term use at short notice?

Yes

No

Please provide a summary of the reason for your view.

As above.

Question 23 –

We welcome any other comments you wish to make on the proposed changes to the setting of performance targets for new buildings or the application of other amended provisions within Section 6 (energy) which apply to the delivery of new buildings.

Where practical, please with a reference to any particular issue in the context of the Domestic or Non-domestic Handbook (or both if applicable) and cite any standard or revised guidance clause relevant to the topic.

The City of Edinburgh Council welcomes the proposed changes to the setting of performance targets for new buildings. City of Edinburgh Council are setting an ambitious target of becoming a net zero by 2030 and would encourage the Scottish Government to accelerate their program where possible and set as high a target as possible for energy targets.

City of Edinburgh Council would also welcome any further guidance that could be incorporated into the Technical Handbooks that will help inform designers **and contractors** on how to achieve net zero carbon (or near net zero) for new **homes and** buildings and/or how they could improve the existing building stock in a situation where extensive alterations or extensions are proposed on an existing building. As stated above, such works make up the majority of all building warrant applications across Scotland. Taking any opportunity to make any small improvement or contribution is helpful in achieving the 2030 target.

Part 3 – Energy, all buildings

Question 24 –

Do you agree with the proposed introduction of the term ‘major renovation’ as defined above as an additional means of identifying when aspects of building regulations shall be applied to an existing building?

Yes

No

Please provide a summary of the reason for your view.

The term “major renovation” could not be found in the on-line draft updates to Part 6 – Energy.

Alterations and/or extensions to existing buildings make up the majority of all building warrant applications across Scotland. Taking any opportunity to make any small improvement or contribution to saving energy in the existing building stock is helpful in achieving the net zero carbon 2030 target set by City of Edinburgh Council.

Question 25 –

Do you support the improvement in maximum U-values for elements of building fabric for Domestic buildings, as set out above?

Yes

No

Please provide a summary of the reason for your view.

As stated above, most agents work to these maximum values when submitting building warrant applications. There are fewer occasions when alternative solutions are proposed and setting improved targets will help raise energy performance.

Question 26 –

We would also welcome your views on the proposed simplification achieved by setting of a single set of values for all building work to new and existing buildings.

Whilst seemingly prescriptive, there is still scope within the guidance to allow for individuality and flexibility in design. Setting a single set of values simplifies the most commonly adopted approach used by designers of building work and thus will improve the efficiency of assessing the compliance of a proposal.

Question 27 –

Do you support the improvement in maximum U-values for elements of building fabric for Domestic buildings, as set out above?

Yes

No

Please provide a summary of the reason for your view.

The information provided above in Questions 24 and 25 is relevant here.

Question 28 –

We would also welcome your views on the proposed simplification achieved by setting of a single set of values for all building work to new and existing buildings.

Whilst seemingly prescriptive, there is still scope within the guidance to allow for individuality and flexibility in design. Setting a single set of values simplifies the most commonly adopted approach used by designers of building work and thus will improve the efficiency of assessing the compliance of a proposal.

Question 29 –

Do you support the standardisation of values and approach for conversions, extensions and shell buildings, as set out above and in sections 3.2.2 and 3.2.3?

Yes

No

Please provide a summary of the reason for your view.

However, the removal of the requirement to provide more challenging fabric values in the shell and making it discretionary will lead to a reduction in the u-values provided at the shell construction stage. The opportunity to achieve the best possible thermal performance for the external envelope will be missed.

Question 30 –

If you have a view on the preferred format for presentation of information on compliance of building services, what would be your preference?

Retain current separate Compliance Guides

Move Compliance Guides into Section 6 as an Annex

Re-integrate into guidance to the relevant standard

Other (please specify in summary box below)

Please provide a summary of the reason for your view.

Re-integration into the guidance makes for more efficient referencing of the information and reduces the likelihood of missing out a particular requirement. It improves the understanding of what standard is being achieved and the relevance of the requirement.

Question 31 –

Do you support the continued alignment of minimum provisions for fixed building services at a UK level within the Domestic Building Services Compliance Guide?

Yes

No

Please provide a summary of the reason for your view.

Standardisation of building services to a national level will help in situations where many contractors work across the UK. The ability to source equipment and fittings to meet standards set at national will also be easier.

Question 32 –

Are there any issues you wish to raise in relation to the amended or retained specifications set out within the draft Guide?

Yes

No

Question 33 –

Do you support the continued alignment of minimum provisions for fixed building services at a UK level within the Non-domestic Building Services Compliance Guide?

Yes

No

Please provide a summary of the reason for your view.

Standardisation of building services to a national level will help in situations where many contractors work across the UK. The ability to source equipment and fittings to meet standards set at national will also be easier.

Question 34 –

Are there any issues you wish to raise in relation to the amended specifications set out within the draft Guide?

Yes

No

Question 35 –

Do you agree with the proposal that the option of installing a less efficient heat generator and compensating for this using heating efficiency credits in existing buildings should be withdrawn from the Non-domestic Building Services Compliance Guide?

Yes

No

Please provide a summary of the reason for your view.

Any target being set by these proposed changes in guidance should be set as high as possible. Every opportunity should be taken to provide the most efficient heat generator at the installation stage to take advantage of the situation. Thus reducing the net overall effort it will take to have to replace a heat generator in the future. All small improvements are essential and should be made as easy to implement as possible.

Question 36 –

Do you agree with the proposal to limit distribution temperatures in wet central heating systems to support effective implementation of low and zero carbon heat solutions and optimise the efficiency of heat generation and use?

Yes

No

Please provide a summary of the reason for your view.

The proposal in general is agreeable, however, there will be situations where the end user will want to achieve a more optimum temperature in the building. This could result in less efficient heat generators being installed by the occupant. Clear and concise user guides should be provided for use by the occupant to maximise the efficient use of all services in a building and help users understand the holistic approach to heating and ventilation of their property.

Question 37 –

Do you agree with the proposed extension to the provision of self-regulating devices to include when replacing a heat generator?

Yes

No

Please provide a summary of the reason for your view.

Replacement of obsolete equipment by a full new system is far more efficient and beneficial for the end user, as well as the installer. Although initial costs will be higher, the overall pay-back period will be shorter.

Question 38 –

Do you have any comment on issues of technical feasibility or determining when installation should be at a room/zone level?

Yes

No

Question 39 –

Do you agree with the proposed introduction of a requirement for building automation control systems, of the type specified, in larger non-domestic buildings with systems with an effective rated output over 290kW

Yes

No

Please provide a summary of the reason for your view.

Automation of larger systems is more readily available and will provide greater efficiency in the system that will ultimately benefit the user.

Question 40 –

We welcome any other comments you wish to make on the above topics and broader changes to the setting of minimum standards for all buildings.

Where practical, please with a reference to any particular issue in the context of the Domestic or Non-domestic Handbook (or both if applicable) and cite any standard or revised guidance clause relevant to the topic.

The City of Edinburgh Council welcomes the proposed changes to the setting of minimum standards for all new buildings. City of Edinburgh Council are setting an ambitious target of

becoming a net zero carbon city by 2030 and would encourage the Scottish Government to accelerate their program where possible and set as high a target as possible for energy efficiency of services.

City of Edinburgh Council would also welcome any further guidance that could be incorporated into the Technical Handbooks that will help inform designers on how to achieve net zero carbon (or near net zero) for new buildings and/or how they could improve the existing building stock in a situation where extensive alterations or extensions are proposed on an existing building. As stated above, such works make up the majority of all building warrant applications across Scotland. Taking any opportunity to make any small improvement or contribution is helpful in achieving the 2030 target.

Part 4 – Ventilation

Question 41 –

Do you support the proposed revisions to the presentation of guidance on ventilation and the incorporation of the ‘domestic ventilation guide’ into the Technical Handbooks?

Yes

No

Please provide a summary of the reason for your view.

In the building sector there is a lack of understanding on the essential need for providing an efficient and effective ventilation system in a building. There are countless examples of poorly installed, ineffective equipment installation in domestic premises in Scotland. The guidance should rightly take advantage of the experiences of other countries to raise the standards of ventilation systems and provision in Scotland.

Question 42 –

Do you agree with the revision of guidance to clarify the function of purge ventilation and increase provision to align with that applied elsewhere in the UK?

Yes

No

Please provide a summary of the reason for your view.

A national standard can only lead to simplification and improved understanding of requirements and ease of design by many in the industry that work at a national level.

Question 43 –

Do you support reference to a single option for continuous mechanical extract ventilation which can have centralised or decentralised fans, with the same design parameters being applied to the system in each case?

Yes

No

Please provide a summary of the reason for your view.

The same design parameters will make it easier for designers to compare and chose the system most efficient and effective to their clients' needs.

Question 44 –

If you have any further views on the use of continuous mechanical extract to deliver effective ventilation in both low infiltration (3-5 m³) or higher infiltration (5 m³+) buildings, we would also welcome your comments.

No comment.

Question 45 –

Do you support introduction of proposed guidance on default minimum size of background ventilator for continuous mechanical extract systems?

Yes

No

Please provide a summary of the reason for your view and on any specific concerns which may arise from the proposed level of background ventilation or its application in the design of systems.

There is a lack of understanding by many in the building sector about the necessity, effectiveness and provision of background information. The proposed guidance will help improve the understanding.

Question 46 –

Should continuous mechanical extract systems be considered a viable solution in very low infiltration dwellings and, if so, under what circumstances?

Yes

No

Please provide a summary of the reason for your view.

There are known benefits from a supply and extract ventilation system in their effectiveness in providing better internal air quality for occupants. For very low infiltration dwellings the design of supply and extract air will help the designed performance to be achieved without having to rely on other factors that might not be installed correctly e.g. trickle vents.

Question 47 –

We would also like to hear your views on whether heat recovery should be mandated for packaged supply/extract systems

Any form of energy saving technology that is now more easily obtained, reliable and cost effective should be encouraged. Providing heat recovery at the installation stage will reduce any costs should an upgrade in the system be necessary at some time in the future.

Question 48 –

Do you support the incorporating of this additional guidance into the Technical Handbooks?

Yes

No

Question 49 –

We would be grateful for comment on the content of the proposed Annex and whether there are elements absent from guidance or which would be better presented within guidance to standard 3.14 itself.

No comment.

Question 50 –

Are there other elements of the commissioning of ventilation systems that you consider are both practical to implement and useful in providing additional assurance of performance in practice?

Yes

No

If yes, please provide a summary of the topics which should also be considered.

Question 51 –

We welcome your thoughts on these or broader topics which would merit consideration as part of the planned review. Please set out your thoughts below, including citation of relevant supporting evidence, where relevant.

No comment.

Question 52 –

We welcome any other comments you wish to make on proposed changes to ventilation standards for domestic buildings.

Where practical, please with a reference to any particular issue in the context of the Domestic or Non-domestic Handbook (or both if applicable) and cite any standard or revised guidance clause relevant to the topic.

The City of Edinburgh Council support the proposed changes in the guidance to support the ventilation requirements for buildings. Improvements in air quality within domestic buildings is essential in an era where more people are choosing to work from home.

Part 5 – Overheating risk in new dwellings and other new residential buildings

Question 53 –

Do you agree with the proposed introduction of a requirement to assess and mitigate summertime overheating risk in new homes and new non-domestic buildings offering similar accommodation?

Yes

No

Please provide a summary of the reason for your view.

Global warming is an issue for all nations and with improvements in energy standards the likelihood of over-heating in new homes could become an issue that should not have to rely on mechanical means e.g. air-conditioning to overcome the problem.

Natural solutions are cheaper to build in at the construction stage. The life-cycle costs for a new build are approx. 20% on construction and 80% for the rest of the building's life. Any reduction in the latter has to be seen as beneficial.

Question 54 –

If you consider that proposals should be extended to non-domestic buildings which provide other forms of residential accommodation (which are not 'self-contained residential units'), we welcome your views on such provisions, including if the same or an alternate approach to assessment is recommended?

The City of Edinburgh Council would recommend that the proposals should be extended to other non-domestic residential buildings. A similar approach could be adopted. Energy consumption in this sector should also be examined for reduction to levels as low as possible.

Question 55 –

Do you agree with the proposal that an initial assessment of dwelling characteristics should be undertaken to help inform design choices and the delivery of new homes which provide better thermal comfort in the summer months?

Yes

No

Please provide a summary of the reason for your view.

The guidance within the draft document succinctly captures the main reasons for the introduction of such requirements.

Question 56 –

We would also seek the views of respondents on other sources of good practice guidance which have been implemented by developers and the outcome (no reports of significant summertime overheating) evidenced through feedback from residents.

No comment.

Question 57 –

Are there circumstances where you consider specific characteristics of a dwelling should trigger a need for TM59 assessment rather than application of a simple elemental approach?

Yes

No

Please provide a summary of the reason for your view.

The CIBSE TM59 should be provided as a reference document for designers who may wish to consider an alternative design to any prescriptive level of requirement and still achieve the same overall performance of a building.

Question 58 –

Recognising the level of risk identified in the published research paper, do you agree with the above proposals as a suitable means of mitigating summertime overheating in new homes through prescriptive actions?

Yes

No

Please provide a summary of the reason for your view.

The consultation document's content captures the risks and highlights the ease at which the projected problem can be addressed by building dwellings to the newer standards. This shows foresight in the proposals for new regulations to address a phenomenon that, whilst is known to exist, it is difficult to achieve an accurate projection of the problem.

Question 59 –

Do you consider that such an approach will provide adequate assurance that ventilation measures provided to mitigate summer overheating can be used safely and conveniently in practice?

Yes

No

Please provide a summary of the reason for your view.

The provision of a simple user guide will help occupants understand the design philosophy of their building and ensure safe use of the facilities to achieve thermal comfort in use.

Question 60 –

We welcome any other comments you wish to make on these proposal to introduce provisions to mitigate the risk of summer overheating new homes and new residential buildings.

No further comment.

Part 6 – Improving and Demonstrating Compliance

Question 61 –

Do you have any experience of successful design or construction quality assurance regimes which you consider may be useful to consider in the context of this 'Compliance Plan manual' work for section 6 (energy)?

Yes

No

If yes, please share any relevant information.

Question 62 –

Do you have any comments on the above themes and any other actions you consider would be useful in supporting improved compliance with requirements for energy and emission performance.

Yes

No

If yes, please provide a summary of your views.

Question 63 –

Are there particular aspect so building design and construction which you consider should be prioritised as part of the development of a detailed compliance manual for section 6 (energy)?

Yes

No

No view

If yes, please provide further details, including any evidence you are aware of that supports such emphasis.

Question 64 –

We welcome any other comments you wish to make on these topic of improving compliance of building work with the provisions within section 6 (energy) to better align designed and as-built performance.

The introduction of thermal imaging of completed new buildings would help identify areas of an external envelope where there hidden errors in construction that have occurred earlier in a build project e.g. possible thermal bridges or areas of higher heat loss where insulation could be missing (or swapped for a lesser quality product).

Part 7 – Electric Vehicle Charging Infrastructure

Question 65 –

What are your views on our policy goal to enable the installation of Electric Vehicle (EV) charge points and ducting infrastructure (to facilitate the future installation of EV charge points) for parking spaces in new residential and non-residential buildings parking?

Edinburgh's City Mobility Plan states the sustainable transport hierarchy prioritises walking and wheeling, then cycling, then public transport, and shared transport including taxis. The use of private cars is lowest in the hierarchy. Investment must continue to support the hierarchy by focusing on enhancing the quality, range and integration of our sustainable travel options. The most significant of these travel options is public transport. However, the Council recognises that some EV infrastructure will be needed. Therefore, any policy taken forward should support a growth in infrastructure but should not presume a like for like substitution from diesel and petrol cars to electric vehicles.

Question 66 –

What are your views on our preferred options for EV provision in new and existing buildings?:

As above concerning the sustainable transport hierarchy priority and recognition that EV infrastructure is required. The city's transport system must evolve and in a sustainable way, to cater to a rapidly growing population and to support the city becoming net zero carbon by 2030. Edinburgh's approach to land use planning remains focussed on supporting the development or repurposing of brownfield (previously developed) land in higher densities rather than lower density development on greenfield sites.

Question 67 –

Do you agree with the Scottish Governments preferred options for the exemptions as set out in section 7.6.1?

Yes

No

If you disagree, please explain why?

Question 68 –

What are your views on how our preferred option relating to existing non-residential buildings with car parks with more than 20 spaces could be properly monitored and enforced, given that the Building (Scotland) Regulations will not apply?

Local assessors for business rates could be used for data collection from all commercial properties in scope. Occupants are asked to provide the details of the facilities associated with their property. Penalties for providing false information should be as severe as possible to deter avoidance of providing the relevant accurate information.

Question 69 –

What are your views on the proposed provision for charge points for accessible parking spaces? Do you have examples of current best practice for the provision of charge points for accessible parking spaces?

No further comment.

Question 70 –

Do you have any other views that you wish to provide on the EV section of the consultation (e.g. the minimum standard of EV charge point or safety within the built environment)?

On the minimum standard of EV chargers at existing non-residential buildings.

The proposal for one-in-ten spaces allocated to EV charging is appreciated but will have limited value in delivering the necessary reduction in transport related emissions.

The City of Edinburgh Council commissioned research by Energy Saving Trust in early 2021 to model the necessary changes in EV chargers required to meet future EV demand in the city. One of the assumptions of this model included existing non-residential buildings allocating 10% of their parking spaces to EV charging, identical to the proposal by the Scottish Government. If this was applied to the top 55 largest non-residential premises in Edinburgh this would supply a further 1,175 EV chargers by 2026.

The model also estimated this would involve a capital expenditure of £26 million. These costs were provisional and will depend on a variety of factors, type of charger for example. It will also not include any additional grid capacity investment for example. demand and supply both on number of vehicles and EV chargers. Encouraging this level of investment from businesses will be challenging in a period following a global recession and a period of uncertainty over supply chain and import fees. Suitable match funding or favourable loans and grants should be considered to support businesses to make this transition.

While City of Edinburgh Council welcome the intent of the proposal to upgrade the building standards to support better provision of EV chargers in existing non-residential buildings this will still fall short of enabling a real change.

In the model the additional 1,175 EV chargers based on the 10% of spaces being allocated will meet the demand for 21,775 EVs (13,436 BEVs and 8,339 PHEVs) by 2026. While this is an increase from around 5,500 EVs in Edinburgh for 2020, EVs will still only account of just over 10% of all licensed vehicles in Edinburgh. Using BEIS GHG fuel conversion factors the overall annual CO₂e emissions will decrease from 517,143 tonnes in 2020 to 470,917 in 2026. These estimates do not include the life cycle CO₂e emissions from vehicle manufacturing and disposal. Nor do they include emissions associated with fuel refining and distribution.

The additional quantum of EV chargers in Edinburgh by 2026 would also only meet on a per capita basis the same EV charger provision as the whole of the Netherlands in 2018. The standards should therefore be set higher or with room to increase over time.

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Policy and Sustainability Committee

10am, Tuesday 5 October 2021

Mental Welfare Commission – Authority to discharge report - Edinburgh improvement plan

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To provide Policy and Sustainability Committee with the content of the Edinburgh Health and Social Care Partnership (EHSCP) improvement plan, prepared in response to the Mental Welfare Commission (MWC) report – *Authority to Discharge* - and for committee to approve the plan.
- 1.2 To outline and note the improvements made in terms of EHSCP plan for implementing the MWC's reports recommendations and agree the work that is in progress.
- 1.3 To agree that updated reports will come forward to Policy and Sustainability Committee as the work progresses.

Judith Proctor

Chief Officer

Contact: Colin Beck, Strategy Manager, Mental Health and Substance Misuse

E-mail: colin.beck@edinburgh.gov.uk Tel: 0777177641

Mental Welfare Commission – Authority to discharge report- Edinburgh improvement plan

2. Executive Summary

- 2.1 On 5 May 2021, the Mental Welfare Commission (MWC) for Scotland published a report titled – ‘Authority to discharge’. The report contains a series of improvement actions for Health Boards and Health and Social Care Partnerships (HSCPs). Eight of the twelve improvement actions relate to Health and Social Care Partnerships. This report provides a summary of EHSCP plan to implement the recommended actions.

3. Background

- 3.1 During the Coronavirus pandemic, there were a number of concerns raised with the Mental Welfare Commission (MWC) regarding whether the appropriate legal authority was used to safeguard people being discharged from hospital to care homes where the person lacked capacity to make an informed decision to agree to the move. The MWC undertook to audit 457 people, from across Scotland, who were transferred from hospital to care home between 1 March to 21 May 2020. This amounted to 10% of the total number of hospital discharges to care homes for the period. In some of the moves, there had been specific pandemic related reasons for this. For example, a misinterpretation that easement of s.13ZA had been enacted as a result of the Coronavirus (Scotland) Act 2020 when in fact this legislation was never activated and was removed in September 2020. Some moves were related to more systemic practice issues which were listed in the report and which have informed the recommendations for improvement listed below.

4. Main report

- 4.1 On receipt of the Mental Welfare Commission Authority to Discharge Report in May 2021- Edinburgh Health and Social Care Partnership (EHSCP) established a working group to develop a response to the 8 actions which relate directly to EHSCP. This work has been a joint approach with representatives of the Chief Social Work Officer. Clearly there will be overlaps with improvement plans for colleagues in acute hospitals and this will require a joined-up approach in terms of our action plans going forward. The work to develop and deliver an EHSCP

improvement plan is ongoing and this update outlines progress to date and plans for action.

4.2 A first priority for EHSCP was to conduct a deep dive into the case identified by the MWC as an unlawful transfer. This case has been allocated to experienced MHO/senior social worker for hospital discharge, to work with the person involved and their family to ensure that his rights and his need for care are fully met and protected.

Recommendations 1-8	Action	Status
<p>HSCPs should undertake a full training needs analysis to identify gaps in knowledge in relation to capacity and assessment, associated legislation, deprivation of liberty definition and the human rights of individuals (as detailed in this report) to inform delivery of training programmes to ensure a confident, competent multidisciplinary workforce supporting safe and lawful hospital discharge planning</p>	<p>Progress is underway to compile a full Training Needs Analysis. A series of focus groups scheduled for early September will help form the content of a Survey which will be distributed to EHSCP workforce including managers, senior social workers, social workers, mental health officers and community care assistants for completion. This information should be available by early October and will result in a full Training Needs Analysis being available to inform the workforce development plan. In parallel work has been progressed to develop a staff training programme. Clearly this will be adapted in response to the findings of the TNA. Currently leads have been appointed to develop a training programme that includes –</p> <ul style="list-style-type: none"> • Core legislation and interplay between legislation Guardianship/Power of Attorney/13ZA procedures • Good practice re hospital discharge – home first principles • Awareness of the impact of being subject to measures from service users/carers perspective • Assessment of capacity / Supported Decision Making / Communication tools • Human Rights & Deprivation of Liberty 	<p>Ongoing</p>
<p>HSCPs should establish a consistent system for recording when an assessment of incapacity has been conducted, by whom and in relation to which areas of decision making</p>	<p>It has been identified that the current recording of an assessment of incapacity and by whom, including what areas of decision making are affected, is possible in the SWIFT recording system. However, the process is protracted. It has been agreed that the SWIFT system</p>	<p>Ongoing</p>

	can be amended to simplify the recording of the information. This improvement will be cascaded via relevant managers and the requirement to record assessment of capacity/impact on decision making and by whom will be incorporated into the training programme.	
HSCPs should ensure that staff facilitating hospital discharges are clear about the status of registered care home placements, in terms of law (see EHRC vs GGC) ¹ and with regards the financial and welfare implications of different types of placements for the individual	A lead manager is working on good practice note relating to hospital discharge. This will cover the arrangement of respite care, short-term step-down care & long-term care arrangements. Our plans for improvement have highlighted the need to clarify the business support arrangements which complete financial assessments and therefore provide front line workers, families and service users with the necessary information which relates to cost of care. Recent organisational review of business support has raised some concerns in this area and this improvement plan has provided a focus to clearly define the back-office support required for financial assessment and this will be distributed to staff and will also be incorporated into the training programme.	Ongoing
HSCPs should ensure that practitioners facilitating hospital discharges have copies of relevant documents on file detailing the powers as evidence for acting on behalf of the individual who is assessed as lacking capacity	The MWC report has highlighted the need for workers to have sight of any Power of Attorney (POA) to clarify the status of the POA, its content in terms of powers. Clear interim guidance has been issued to staff and again this will feature as part of the training programme and performance of the requirement will be monitored.	Ongoing
HSCPs should ensure that assessments reflect the person as a unique individual with focus on outcomes important to that individual and not external drivers that have the potential to compromise human rights and/or legality of moves	EHSCP has a Home First approach embedded in practice, aiming to support people to maintain as much independence as possible at home or in a homely setting through a new model of assessment, rehabilitation and recovery. This model is strengths based. The Home First Edinburgh team is well established, and work is ongoing to disseminate Home First principles more	Ongoing

	<p>widely to colleagues working to facilitate hospital discharge and prevention of admission. EHSCP will disseminate the principles of home first choice and human rights early intervention and diversion. EHSCP mental health strategy Thrive has a workstream focussed on “Rights in Mind”. This work is aimed at incorporating human rights in all interventions, including hospital discharge. All partners have signed up to PANEL principles and the MWC Rights in Mind document will be used by all staff. In partnership with advocacy agencies a Human Rights Training programme for staff will be delivered by people with lived experience. The recruitment to these training posts has just been completed and the training should begin in October 2021. The Scottish Human Rights Assessment tool is being applied in selected statutory and voluntary sector service areas and will assist will the evaluation of the impact of EHSCP commitment to put rights at the centre of all interventions. Work is underway to develop and deliver quarterly workshops for staff with one of our collective advocacy partners. Workshops will be delivered by people with lived experience of using mental health services and one aim will be to increase professionals’ understanding of the individuals’ experience of using services.</p>	
<p>HSCPs should ensure that processes are in place to audit recording of decisions and the legality of hospital discharges for adults who lack capacity in line with existing guidance and the principles of incapacity legislation.</p>	<p>EHSCP have agreed, in conjunction with the Chief Social Work Officer, to build on the scrutiny of the MWC audit by conducting a supplementary audit of cases of people transferred from hospital to a care home between March 2020 and August 2021. This will apply additional focus for improvement in the use of 13za, the recording of capacity, the use of POA and will add to our understanding of the challenges of retaining our commitment to put human rights and person-centred care at the centre of all interventions. We have also highlighted the need for consistent practice amongst senior social</p>	<p>Aim to complete full audit by March 2022.</p>

	<p>workers checking confirmation of a capacity assessment at the point of signing off a financial authorisation for the provision of care.</p> <p>Any learning or remedial action identified through this audit will be added to this Improvement Plan.</p>	
<p>HSCPs' audit processes should extend to ensuring evidence of practice that is inclusive, maximising contribution by the individual and their relevant others, specifically carers as per section 28 Carers (Scotland) Act 2016</p>	<p>EHSCP practitioners and managers are actively involved in an ongoing series of Practice Evaluation sessions. These sessions allow managers, independent to the workers, to take time with a front-line worker and their senior to reflect on a randomly selected case. The focus of the analysis is on a whole system overview of strengths and weaknesses, including practice of the worker and support available from the manager. Senior social workers also have a system for deep dive in a selected case, to monitor standards. There is scrutiny by the senior SW during a case closure discussion and in supervision with frontline worker.</p>	
<p>HSCPs should ensure strong leadership and expertise to support operational discharge teams</p>	<p>The Thrive Edinburgh workstream "Rights in Mind" has established an executive leadership group. The group includes key leaders from statutory services, advocacy agencies and academic partners. This executive will work to drive forward the programme to assess our starting point in terms of human rights, outline the actions for improvement and measure our progress in achieving the goal to put human rights at the centre of every intervention. Developing the tools, training and information in one area of the service will assist with the roll out across all service areas. The training programme developed as a result of the MWC report will help workers and managers connect with their value base, identify the challenges to good practice being maintained and will put in place the necessary management support to give workers the authority to challenge any pressure that impacts on people's rights. EHSCP staff have access to Edinburgh council and NHS Lothian leadership</p>	<p>Ongoing</p>

	<p>training programmes. City of Edinburgh MHOs have an ongoing programme of Continuous Professional Development sessions which recently featured an Edinburgh Patient Council report on people's rights in the context of hospital care.</p>	
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5. Next Steps

- 5.1 This work is ongoing, and this report describes what the next steps will be. Further reporting to Policy and Sustainability Committee would keep members fully informed of the progress being made in implementing the EHSCP response to MWC report recommendations for improvement.

6. Financial impact

- 6.1 The considerable increase in the number of cases to be audited, as requested by Policy and Sustainability Committee in August 2021, will require additional staff input to complete the audit and to undertake any remedial work with people concerned and their carers. Most of this pressure will fall on social work and mental health officer services which are already challenged by long waiting lists, given the ongoing system pressures relating to the pandemic. Clearly additional funding will be required to employ the necessary resources to manage this additional work and a case for additional resource is being developed.

7. Stakeholder/Community Impact

- 7.1 The plans and progress being made in response to the MWC recommendations for improvement will be shared with all stakeholders across the Integration Joint Board and EHSCP, including advocacy agencies, people with lived experience and carers. In addition the lessons learned will be incorporated in the Rights in mind workstream described above which aims to ensure human rights at the centre of every intervention.

8. Background reading/external references

- 8.1 [Authority to discharge – MWC Report](#)

9. Appendices

- 9.1 None.

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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

System Pressures – Edinburgh Health and Social Care Partnership

Executive
Wards All
Council Commitments

1. Recommendations

- 1.1 It is recommended that Policy and Sustainability Committee:
 - 1.1.1 Note the content of this report relating to both the increasing demand for services as well as the decrease in available care capacity
 - 1.1.2 Note the escalations which have taken place and the increasing risk rating in relation to support to vulnerable people
 - 1.1.3 Endorse the actions being taken to mitigate the increasing risk to people
 - 1.1.4 Endorse escalation within the appropriate resilience arrangements locally, regionally and nationally as necessary
 - 1.1.5 Agree that HSCP officers communicate the extent of the pressures directly to people that use services and that officers communicate the potential need to adjust packages of care and support where this is considered appropriate within professional judgement.

Judith Proctor

Chief Officer – Edinburgh Health and Social Care Partnership

Contact: Judith Proctor

Report

System Pressures – Edinburgh Health and Social Care Partnership

2. Executive Summary

- 2.1 This report sets out the significant pressures being experienced in relation to social care in Edinburgh and the increasing levels of unmet need and risk to people relating to this. The pressures arise both from an increasing level of need and demand in the community, alongside a decreasing availability of care due to vacancies in the care sector.

3. Background

- 3.1 Over the last few months, as society has opened up and as restrictions have been reduced, the Edinburgh Health and Social Care Partnership (EHSCP), as with other partnerships across Scotland, has seen an increase pressures on the system. This is seen in both an increase in referrals to social work and requests for service, and an increasing number of people being assessed as requiring a service. Other drivers for increasing demand include people being de-conditioned (i.e. frailer, less confident) following periods of lockdown, family/unpaid carers who have cared for people during the pandemic returning to work following furlough and a general, build-up of demand emerging as messaging about services being 'open as usual' have been released.
- 3.2 The demand sits across a range of areas:
- 3.2.1 Increasing number of people requesting an assessment and service in the community, as a reaction to declining conditions exacerbated by the long periods of lockdown.
 - 3.2.2 Increasing complexity of need being seen due to people being deconditioned following the restrictions of lockdown.
 - 3.2.3 Adult Support and Protection referrals have significantly increased, due to the absence of many mitigating factors during Covid, as well as directly from the additional stressors of the situation.

- 3.2.4 Increasing requests for services for people needing support to be discharged home from acute hospital care. The acute hospital sites in Lothian have all seen unprecedented levels of presentations (not merely in terms of covid) much of which has flowed through to subsequent social care demands on the point of discharge back into the community.
 - 3.2.5 Pressures on the court system and a significant backlog there has reduced our ability to move Adults with an Incapacity (known as 'Code 9 delays') as a clear legal basis for any move in these cases is required. In addition the increase in referrals under this is also placing an increasing demand on our Mental Health Officer service.
 - 3.2.6 Continuing pressure on staffing due to a rise in covid cases.
- 3.3 The EHSCP is seeking to balance all these demands through rigorous triage, risk management and prioritisation of need, acuity and safety both within current systems and models of care while also looking to develop new approaches that may relieve the position. However, the overall impact is increasing waits for assessment for people seeking support and increasing waiting times for care to be put in place once need has been identified. This is naturally very frustrating and upsetting for people and families as well as for our professionals who are managing competing demand and risk. It is also a very difficult situation for unpaid Carers who are maintaining that role while waiting for formal support.
- 3.4 Coupled with the increasing demand for services, the HSCP is also seeing a decrease in care capacity available to support people and this is compounding the already challenging position. External providers of care are reporting staffing reductions and high levels of vacancies and turnover. Some providers have reported as much as a 30% reduction in staffing arising from EU nationals returning home (sometimes as a permanent decision, but also significant numbers leaving for an extended time back home following lengthy travel restrictions which have prevented them doing so), people moving to jobs in other parts of the economy, and due to fatigue and absence related to Covid. We have experienced an aspect of what has been called 'The Great Resignation', in that people who have been on the front line of social care during this lengthy period are seeking a fresh start in new sectors.

4. Main report

- 4.1 The Edinburgh Integration Joint Board (EIJB) and EHSCP have increased the capacity in Home Care in recent years in response to general demographic change and demand. This had a positive impact on the HSCP's performance across a range of measures including an ongoing downward trend in Delayed Discharge, and reductions in people waiting for an assessment and in those waiting for care following an assessment. However, given the current levels of demand and complexity as set out above, and the decreasing care capacity available, the partnership is now escalating further the level of risk to people and performance arising from this.

4.2 Delays and community capacity are inextricably linked, with delays rising through the reductions in capacity that have been seen in recent weeks and providers being unable to provide care at home. The HSCP has seen growing waiting lists for assessment and increasing waits for care once an assessment has been completed. Capacity issues are due to reductions in staff available across the sector with both our internal and external provision seeing as much as a 30% reduction in capacity as indicated above. Delays have grown significantly over recent weeks - almost exclusively due to the challenges with capacity necessary to keep pace with demand.

Evidence of increasing demand

4.3 While the numbers of delays in hospital are has increased so too has the demand in the community and there are far more people waiting in a community setting than in an acute hospital. The HSCP continues to have a significant backlog of people who are waiting for an assessment or for a package of care. These are people who have been determined as having a critical or substantial level of need for social care support and there is a need to balance risk and ensure people's safety

Table 1: People waiting for a package of care and their unmet need shown in hours

Total waiting for an assessment to start	Hospital people	Community people	Total people waiting	Hospital Hours	Community hours	Total hours waiting
30/08/2021	1306	93	474	567	1,498	4,075
23/08/2021	1280	96	446	542	1,466	3,588
16/08/2021	1261	103	419	522	1,615	3,447
09/08/2021	1202	99	421	520	1,726	3,283
10/08/2020	766	42	489	531	746	3,528

4.4 Social care services in Edinburgh are provided through our internal Home Care (HC) service or externally commissioned Care at Home (CAH) services to over 5,000 people. The number of hours per week provided has increased substantially from 104,000 in 2019 to 121,000 in 2021.

4.5 Additionally, we provide funding for people selecting to have an Individual Service Fund (ISF) and Direct Payments, where they organise their care directly from the market. While we are not directly involved in managing this care, the increase in hours under a Direct Payment also represents the growing pressure in the market.

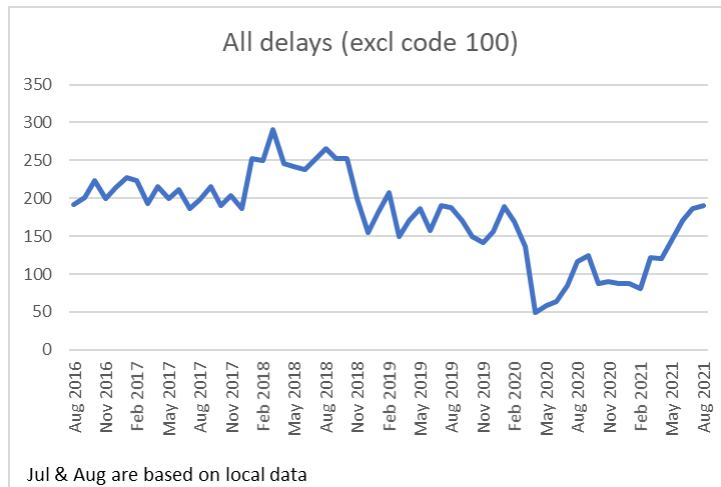
4.6 As well as the increases in demand for our adult social care services, we are also experiencing pressure in other areas of activity. In particular, the number of adult protection cases has increased over the last year, potentially linked to the restrictions during lockdown. These cases need to be prioritised to ensure the safety of the vulnerable individuals involved. This puts increased pressure on our social work and locality teams.

Table 2: Adult Support and Protection activity

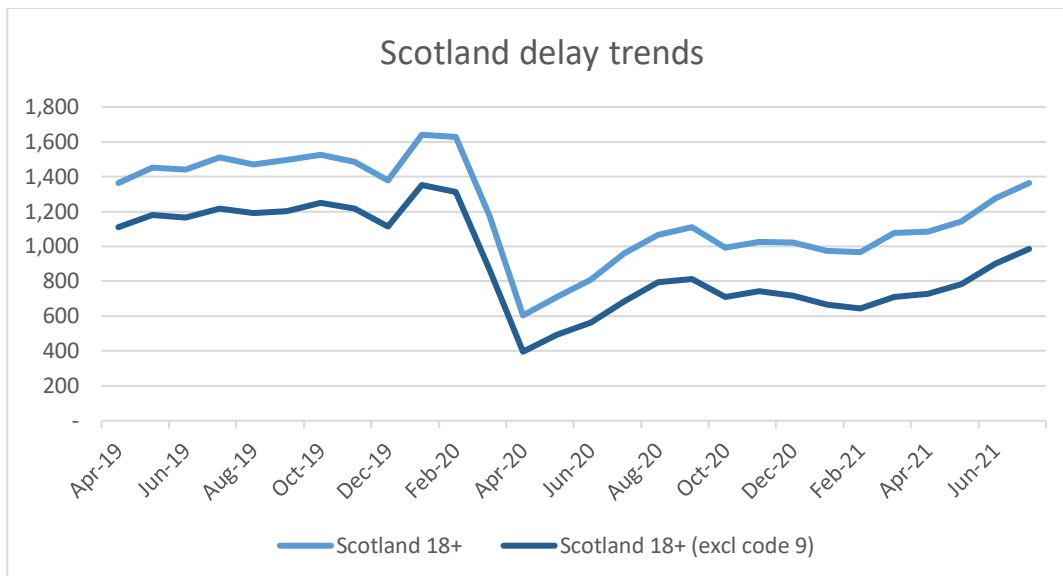
	Jun-19	Jun-20	Jun-21
Duty to Inquire (DTI) Assessments started	89	111	109
Open Adult protection cases	132	149	192
Number of case conferences recorded	38		44

4.7 As set out above we are also experiencing an increase in the number of people who are delayed in hospital when medically fit for discharge and who are unable to access either a suitable care home place or care in the community. This rise in delays reflects the wider capacity issues in the social care system described above.

Figure 1: Long-term trend in delayed discharges



4.8 This system pressure is not unique to Edinburgh with a similar pattern of increasing delays and pressures being seen across Scotland. The impact of reducing capacity is also reported in other HSCPs as driving these pressures. Figure 2 below shows a similar pattern as the Edinburgh position in Figure 1.



Risk Management and Risk Escalation

4.9 The HSCP management team has recognised the increasing risk to people and performance and we are managing this in a number of ways. At a locality level we have clear systems of triaging and prioritisation of all referrals coming through to ensure consistency of resource allocation, and Practice Oversight Groups in each of the 4 Localities are in place to ensure the consistency is maintained. However

balancing of demand and supply has placed these processes under considerable strain over the past six months.

4.10 In terms of risk escalation we have moved the risk in relation to care for people from Very High to Critical and have reflected this in the Council's Covid-19 Risk Management Plan and Risk Register, the HSCP Risk Register and the IJB's Risk Register in relation to its ability to deliver on its strategic plan arising from partners' inability to meet demand. The Chief Officer reports the position at both the Council's CIMT and NHS Gold Command meetings and the HSCP Incident Management Team (which has been maintained throughout the pandemic) is meeting three times per week to oversee the situation and the actions being taken. The Chief Officer has also called for a Local Resilience Partnership (LRP) meeting to be held in order to ensure Resilience Partners in Lothian are aware of the growing risk and the impact this may have on the IJB and HSCP's ability to respond to any other concurrent resilience incidents that could arise. There is also a risk in relation to Business as Usual as HSCP officers have to prioritise the operational crisis. This has a potential impact also on the Integration Joint Board with officers being unable potentially to meet the requirements of the Board and its committees.

Other actions being taken

4.11 The HSCP has developed a number of plans in response to this and these are being reported into both NHS Lothian and Council and will also be shared with the LRP. The below sets out actions underway across the following areas of focus:

- Increasing capacity within the care sector – working with providers on a single recruitment portal and advertising campaign and work is also underway with education providers on supporting more students into part time work in care to fit with their studies
- Optimising the care already available – working with providers to ensure efficiency and reduce any duplication in any of the areas of Edinburgh
- Engaging with 3rd sector on opportunities to work with volunteers in a way that is safe and appropriate
- Enhancing multi-disciplinary teams already in place including increasing staffing into District Nursing in-reach, Home First and Discharge to Assess models
- Optimising use of Technology to support people and carers
- In each case there will be a natural limit in relation to available workforce, and we anticipate that despite the efforts being undertaken there will continue to be risk of impact on vulnerable people.

5. Next Steps

5.1 As set out at previous points in this paper escalation of the issue has been undertaken through both NHS and CEC and to the LRP. An action plan has been

developed and will be actioned as far as is possible and this will be overseen by a joint NHS and CEC oversight group given the risks sits across both these areas.

- 5.2 Further, there are a number of national meetings on system pressures being led by Scottish Government Officials and the Chief Officer links to these to ensure access to any support as well as to ensure the situation in Edinburgh and actions being taken are clear.
- 5.3 The Chief Officer has also ensured that the Chief Social Work Officer is aware of the situation and she has been briefed as a member of the CIMT.
- 5.4 The IJB has been briefed and the Chair and Vice Chair are kept apprised of the situation on a weekly basis.
- 5.5 Oversight continues within the HSCP on the Care Home and Care at Home Oversight groups which are in place.
- 5.6 The HSCP's link Care Inspectorate inspector has also been alerted to the position.

6. Financial impact

- 6.1 Given the level of uncertainty set out in this paper, quantifying the financial implications with any degree of confidence is complex. The impact of the shortage of care at home on the hourly cost of these services is unknown at this point. However, we have seen some providers offer staff recruitment and retention incentives and seek to reclaim these via the provider sustainability arrangements.
- 6.2 The actions set out in this paper will fall across both NHS and Council services and have a range of funding sources, including:
 - specific funding received by the IJB to support winter pressures;
 - unscheduled care monies delegated to the IJB, an element of which is currently held in restricted IJB reserves;
 - a share of an additional £3m received by NHS Lothian to fund system wide 'summer pressures';
 - covid funding, an element of which is currently held in restricted IJB reserves with any balance to be recovered from the Scottish Government via the mobilisation planning process;
 - underwriting by NHS Lothian on the assumption they will be reimbursed via the same process.

7. Stakeholder/Community Impact

- 7.1 This paper has set out the significant challenge facing the provision of care in Edinburgh and the risk and impact this may have on people. It has also set out the mitigations and actions underway to address the situation and the escalation and reporting in place. Clearly the concern is one of impact on the vulnerable people that require support and their families and carers and the HSCP is writing to all service

users and families to appraise them of the situation, the impact it may have on waiting times and actions being taken.

8. Appendices

None.

Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 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.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Emily Traynor, Assistant Committee Officer
Legal and Assurance Division, Corporate Services
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Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

- 2.1 On 21 September 2021, the Governance, Risk and Best Value Committee considered a report on the outcome of the Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021.
- 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 11 August 2021;
 - 2.2.2 To approve that a further three-month extension date is applied to all open IA findings, recognising the ongoing impacts of Covid-19 and other priorities and challenges currently faced by the Council;
 - 2.2.3 To note management commitment to implementation of the governance and assurance model and ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than one year overdue; and,
 - 2.2.4 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.

3. Background Reading/ External References

- 3.1 Minute of the Governance, Risk and Best Value Committee – 21 September 2021

4. Appendices

Appendix 1 – report by the Head of Audit and Risk / Chief Internal Auditor

Governance, Risk and Best Value Committee

10:00am, Tuesday, 21 September 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 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 11 August 2021;
 - 1.1.2 approves the recommendation that a further six-month extension date is applied to all open IA findings, recognising the ongoing impacts of Covid-19 and other priorities and challenges currently faced by the Council;
 - 1.1.3 notes management commitment to implementation of the governance and assurance model and ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than one year overdue; and,
 - 1.1.4 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

Head of Audit and Risk / Chief Internal Auditor

Legal and Assurance Division, Corporate Services Directorate

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Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021

2. Executive Summary

Progress with Closure of Open and overdue Internal Audit findings

- 2.1 The overall progress status for closure of overdue IA findings remains amber (stable with limited change).
- 2.2 This is supported by closure of an increased number of IA findings and management actions in the current period, with 24 findings (3 open and 21 overdue) and 95 management actions closed following review by IA in comparison to 18 findings (5 open and 13 overdue) and 68 management actions closed in the previous quarter (10 February to 27 April 2021).
- 2.3 This is further supported by a decreasing trend in the proportion of open IA findings that are overdue (KPI 3 in Appendix 1); improvement in the proportion of findings between three and six months overdue (KPI 9); and a decrease in the proportion of overdue management actions (KPI 14).
- 2.4 This progress is offset by a decrease in the proportion of findings and management actions submitted to IA by management for review and closure (KPIs 4 and 15); an increasing trend in findings less than three months and more than six months overdue; and an increase in the number of management actions where the latest implementation date has been missed.
- 2.5 This confirms that ongoing focus is required on closure of findings that are more than one year overdue, and ensuring that open findings and supporting management actions do not miss their agreed implementation dates.
- 2.6 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

Current position as at 11 August 2021

- 2.7 A total of 96 open IA findings remain to be addressed across the Council as at 11 August 2021. This excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.
- 2.8 Of the 96 currently open IA findings:

- 2.8.1 a total of 45 (47%) are open, but not yet overdue;
 - 2.8.2 51 (53%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 4% in comparison to the April 2021 position (63%).
 - 2.8.3 78% of the overdue findings are more than six months overdue, reflecting an increase of 8% in comparison to April 2021 (70%) with 25% aged between six months and one year and 53% more than one year overdue.
 - 2.8.4 evidence in relation to 3 of the 51 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and,
 - 2.8.5 48 overdue findings still require to be addressed.
- 2.9 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 48, reflecting a decrease of 16 when compared to the April 2021 position. This excludes the four-month date extension that was applied to reflect the impact of Covid-19.

Proposed Solutions

- 2.10 Whilst a four month extension date was applied to all open IA findings and supporting management actions reflecting the initial impacts of Covid-19, management has subsequently confirmed that this was not sufficient to fully reflect the ongoing impacts of the pandemic.
- 2.11 It is therefore proposed that a further six month extension is applied to all open IA findings and actions, reflecting the ongoing impacts of the Covid-19 and current Council priorities and challenges as services resume; new ways of working are defined and implemented; and senior leadership review outcomes are implemented.
- 2.12 The impact of the six-month extension is that completion dates for all 45 open findings that are not currently overdue will be extended by six months, and the eleven findings that are currently less than six months overdue will revert to open with completion dates extended by six months.
- 2.13 In the interim, management has committed to ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than six months overdue.
- 2.14 This approach should also provide sufficient time for effective implementation of the new governance and assurance model that was discussed at the August Committee in response to the 2020/21 IA annual opinion.

Key Performance Indicators

- 2.15 The IA key performance indicator (KPI) dashboard was not applied during the 2020/21 plan year as the Council continued to focus on its Covid-19 resilience response.

- 2.16 As advised in the June 2021 Committee paper, ongoing monitoring of IA key performance indicators (KPIs) supported by monthly reporting to the Corporate Leadership Team (CLT) and quarterly reporting has been reinstated to support delivery of the 2021/22 IA annual plan.
- 2.17 Reintroduction of ongoing monitoring of KPIs should also address the Committee request to ensure that audits are carried out in line with the timescales set out in the agreed audit plan.
- 2.18 Reintroduction of KPIs has confirmed that action is required to ensure that services are aware of the KPIs that apply to the audit process and engage proactively with IA to ensure that any potential impacts that could cause delays are identified and effectively managed.

3. Background

Overdue IA Findings and Management Actions

- 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.

IA Key Performance Indicators

- 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 (KPI) document that was designed to monitor progress of both management and Internal Audit with delivery of the Internal Audit annual plan.
- 3.10 A motion and addendum agreed at Committee in August 2021 requested that audits should be carried out in line with the timescales set out in the agreed audit plan.

4. Main report

- 4.1 As at 11 August 2021, there are a total of 96 open IA findings across the Council with 51 findings (53%) now overdue.
- 4.2 The movement in open and overdue IA findings during the period 27 April (reported to GRBV in June 2021) to 11 August 2021 is as follows:

Analysis of changes between 27/04/2021 and 11/08/2021				
	Position at 27/04/21	Added	Closed	Position at 11/08/21
Open	100	20	24	96
Overdue	63	9	21	51

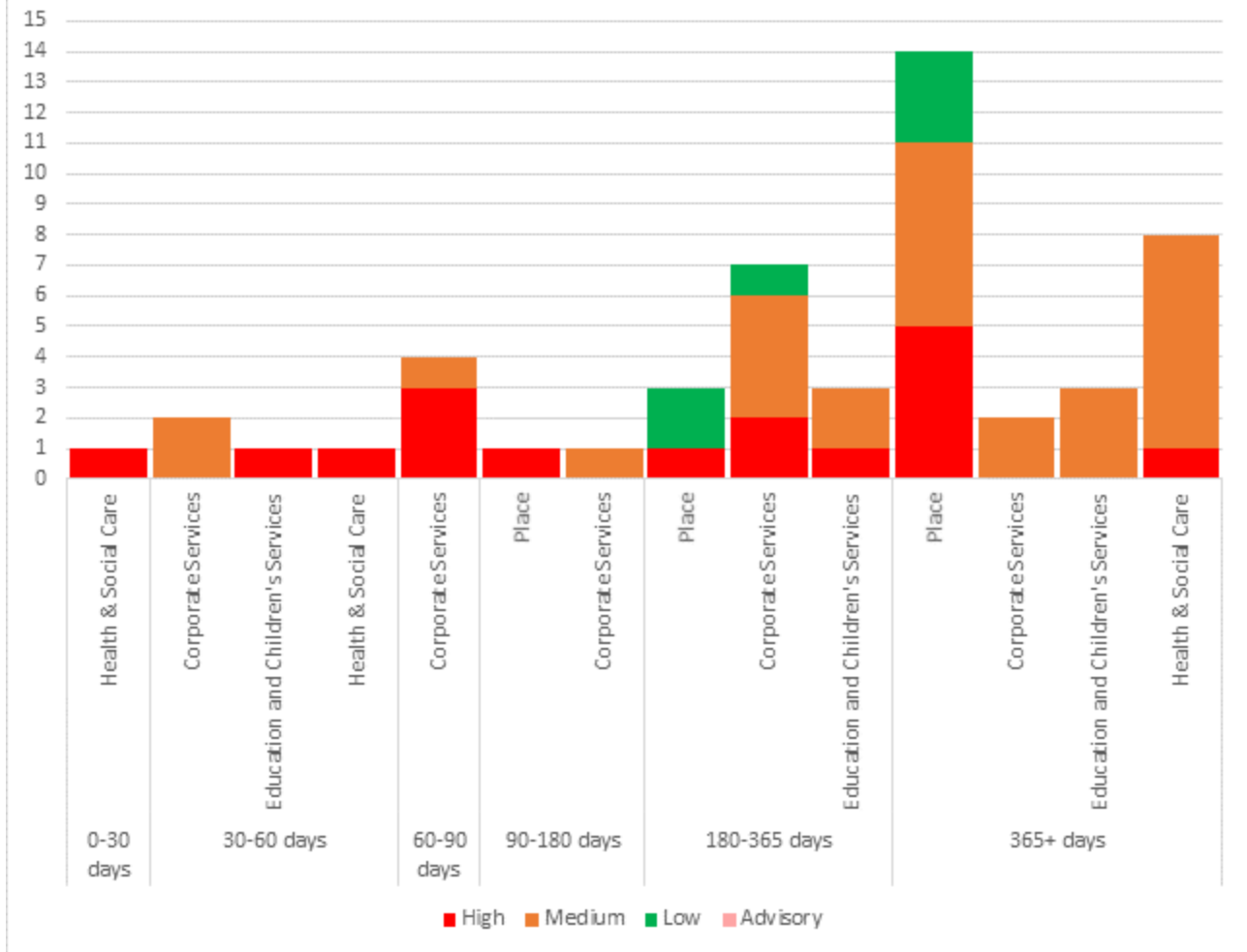
Overdue Findings

- 4.3 The 51 overdue findings comprise 17 High; 28 Medium; and 6 Low rated findings.
- 4.4 However, IA is currently reviewing evidence to support closure of 3 of these findings (1 High and 2 Medium), leaving a balance of 48 overdue findings (16 High; 26 Medium; and 6 Low) still to be addressed.

Overdue findings ageing analysis

- 4.5 Figure 1 illustrates the ageing profile of all 51 overdue findings by rating across directorates as at 11 August 2021:

Fig1: Aged Overdue Findings by Ratings across Directorates



4.6 This analysis of the ageing of the 51 overdue findings outlined below highlights that Directorates made good progress in the last quarter with resolving findings overdue between three and six months, as the proportion of those findings has significantly decreased. However, this is offset by an increase in the proportion of findings overdue for less than three months; overdue between six months and one year; and findings overdue for more than one year.

- 9 (18%) are less than 3 months (90 days) overdue, in comparison to 10% as at April 2021;
- 2 (4%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 20% as at April 2021;
- 13 (25%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 19% as at April 2021; and,
- 27 (53%) are more than one year overdue, in comparison to 51% as at April 2021.

Management Actions Closed Based on Management's Risk Acceptance

- 4.7 During the period 27 April 2021 to 11 August 2021 eight management actions have been closed on the basis that management has retrospectively accepted either the full or residual elements of the risks highlighted by IA in original audit reports. These are:
- 4.7.1 Corporate Services - Communications - Controls over access to Social Media Accounts (Medium) - Management has explored the feasibility of allocating unique user ID and profiles to operate social media accounts and discounted it as it was cost prohibitive. Management has therefore accepted the risks associated with the use of generic shared user IDs, making it difficult to trace any potentially adverse social media content or activity to a particular employee.
 - 4.7.2 Health and Social Care - Emergency Prioritisation & Complaints (Medium) - Management has accepted the residual risk of potential manual errors when recording response times. The process is semi-automated via the Jontek application which records the time of the call and the responder's call from the citizen's home and is supported by paper-based records completed by responders.
 - 4.7.3 Corporate Services - Customer and Digital Services - Digital Services Change Initiation (Medium) - Management has accepted the risks associated with not implementing bespoke service levels for complex change requests, as this is not possible within the terms of the CGI partnership agreement.
 - 4.7.4 Corporate Services - Customer and Digital Services - CGI Partnership Management and Governance (Medium) - Management has accepted the risks associated with the limited change and security key performance indicators included in the CGI partnership agreement as it is not possible to change these under the terms of the existing contract.
 - 4.7.5 Corporate Services - Customer and Digital Services - Council oversight of CGI subcontract management (Medium) - Management has accepted the residual risk that sub-contractors providing critical high value services for the Council are not identified and reclassified by CGI; that no formal supplier management arrangements are applied by CGI across these sub-contractors; and that poor supplier performance in relation to critical services is not proactively managed. A quarterly report will be sourced from CGI detailing any changes to sub-contractor services that will inform any category change required to key sub-contractors.
 - 4.7.6 Corporate Services - Customer and Digital Services - Ongoing Dacoll supplier management (Low) - Management has accepted this risk until April 2023 which is when the next discussion regarding a contract extension is due. Additionally, there are no guarantees that Dacoll (a key sub-contractor responsible for the Council's local area networks and end user infrastructure)

supplier performance arrangements will be enhanced as part of these discussions. Current supplier performance issues with Dacoll have been escalated by Digital Services to CGI.

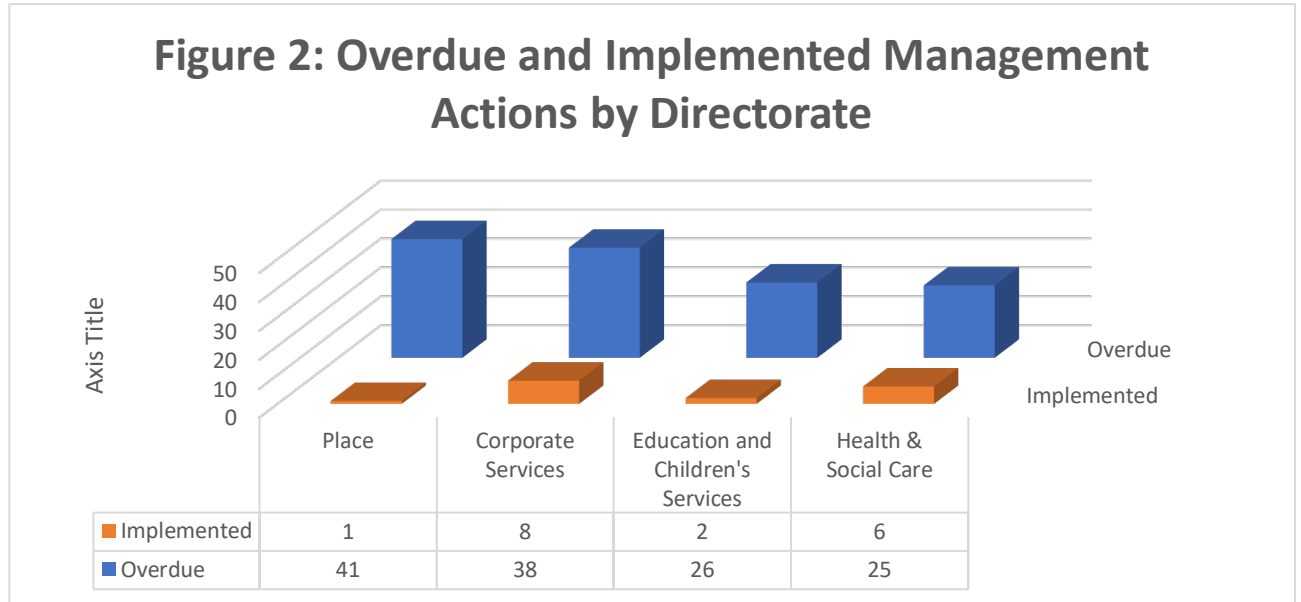
- 4.7.7 Corporate Services - Customer and Digital Services - Out of Support Technology and Public Sector Network Accreditation: Public Services Network governance arrangements (Low) - Management has accepted the residual risk associated with this finding that security risks (that could potentially impact both PSN and Cyber Essentials plus accreditation) identified, recorded, and managed by CGI on behalf of the Council are not currently flowing through into the Council's risk management process. Digital Services has confirmed that this will be addressed in future through the Council's Cyber and Information Security Steering Group risk register. The risk has been closed on the basis the residual risk is low; is within appetite; and that PSN and Cyber Essentials plus accreditation has been received, although this will need to be addressed in future to support implementation of the refreshed operational risk management framework.
- 4.7.8 Place - Waste and Cleansing Services - Performance Management Framework (Low) - Management has accepted the residual risk of not providing a clear link to the Scottish Government's Code of Practice on Litter and Refuse guidance on all customer street cleansing communications. The link has been made available via the Council's website; however management has advised that no direct street cleansing communications issued to customers.

Agreed Management Actions Analysis

- 4.8 The 96 open IA findings are supported by a total of 233 agreed management actions. Of these, 130 (56%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 3% decrease from the April 2021 position (59%).
- 4.9 Of the 130 overdue management actions, 17 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 113 to be addressed.
- 4.10 Appendix 2 provides an analysis of the 130 overdue management actions highlighting:
- their current status as at 11 August 2021 with:
 - 17 implemented actions where management believe the action has been completed and it is now with IA for validation;
 - 108 started where the action is open, and implementation is ongoing; and
 - 5 pending where the action is open with no implementation progress evident to date.
 - 70 instances (54%) where the latest implementation date has been missed; and

- 48 instances (37%) where the implementation date has been revised more than once.

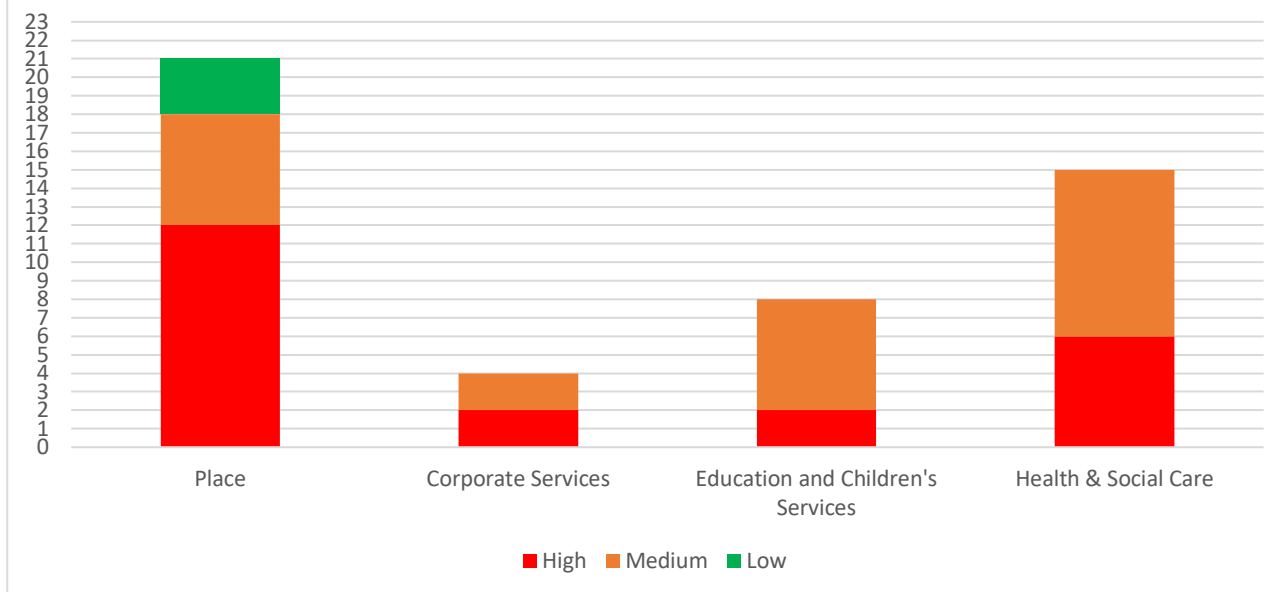
4.11 Figure 2 illustrates the allocation of the 130 overdue management actions across Directorates, and the 17 that have been passed to IA for review to confirm whether they can be closed.



Revised Implementation Dates

- 4.12 Figure 3 illustrates that there are currently 48 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.
- 4.13 This reflects a decrease of 16 in comparison to the position reported in April 2021(64).
- 4.14 Of these 48 management actions, 22 are associated with High rated findings; 23 Medium; and 3 Low, with the majority of date revisions in the Place Directorate.

Figure 3 - management actions with more than one revised completion date since July 2018



Key Performance Themes Identified from the IA Dashboard

- 4.15 The IA key performance indicator dashboard was not applied during the 2020/21 plan year as the Council continued to focus on its Covid-19 resilience response.
- 4.16 The dashboard has now been reinstated for 2021/22 as advised in the June report presented to Committee, to support smooth delivery of the 2021/22 IA annual plan and prevent delayed completion of audits and finalisation of reports shortly before finalisation of the IA annual opinion.
- 4.17 Reintroduction of the KPIs supported by monthly reporting to the Corporate Leadership Team and quarterly to the Committee will highlight any significant delays that could potentially impact on delivery of the annual plan, and is aligned with the requirements of both the motion and addendum agreed at Committee in August 2021 requesting that audits will be carried out in line with the timescales set out in the agreed audit plan.
- 4.18 For the 10 audits currently in progress across the Council where a terms of reference has been issued the dashboard at Appendix 3 highlights that:
 - 4.18.1 8 service responses have been received within agreed KPI timeframes;
 - 4.18.2 Executive Director responses are generally within agreed timeframes;
 - 4.18.3 Agreement on the Digital and Smart City terms of reference with Digital Services involved extensive engagement and was impacted by annual leave;

- 4.18.4 Service responses on the terms of reference for the Fraud and Serious Organised Crime audit have not yet been received from all services included in the scope of the review;
- 4.18.5 Finalisation of the report and workshop with management for the Planning and Performance Framework review was significantly impacted by the timing of annual leave; and,
- 4.18.6 The Elections in the Covid-19 environment audit was completed effectively with management and IA working closely to provide assurance in advance of the May 2021 Scottish parliament elections.

5. Next Steps

- 5.1 IA will continue to monitor the open and overdue findings position and delivery against key performance indicators, 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: Overdue Findings and Key Performance Indicators at 27 April 2021 – Paper 8.2](#)
- 8.2 [First Line Governance and Assurance Model – Paper 8.3](#)
- 8.3 [Internal Audit Journey Map and Key Performance Indicators - Paper 7.6 Appendix 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 11 August 2021
- 9.3 Appendix 3 – Internal Audit Key Performance Indicators as at 11 August 2021

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Policy and Sustainability Committee

10.00am, Tuesday 6 October 2021

Adaptation and Renewal Update

Item Number	
Executive/Routine	Executive
Wards	All
Council Commitments	

1. Recommendations

- 1.1 Note the Council's latest Covid-19 position following the statement from the First Minister on Tuesday, 14 September 2021 and associated Scottish Government guidance.
- 1.2 Note the Covid-19 Response Dashboard at Appendix 1.
- 1.3 Note the decisions taken to date under urgency provisions from 23 July to 24 September 2021 at Appendix 2.
- 1.4 Note the closure summary for the Adaptation and Renewal Programme.

Andrew Kerr
Chief Executive

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Adaptation and Renewal Update

1. Executive Summary

- 1.1 The City of Edinburgh Council continues to respond to the Covid-19 global pandemic and adhere to all Scottish Government guidelines on the reopening of services. Scotland now has limited restrictions remaining, including the wearing of face coverings and a limit to numbers within venues - depending on the event.
- 1.2 Current guidance suggests a gradual return to office working, with home working to continue where possible. Planning is currently underway in relation to the “Our Future Work” and announcements in relation to a return to offices are anticipated in the coming weeks.
- 1.3 This is the twelfth report to Committee and includes the latest Covid-19 dashboard, of which the last version was circulated to members on 23 August 2021. The report also details decisions taken in the period 23 July to 24 September 2021 by the Council Incident Management Team (CIMT).
- 1.4 As requested previously by the Committee, there is an update on the reopening of Community Centres contained within the report. The report also covers both continuing and new pressures on services which are directly and indirectly impacted by Covid-19.

2. Background

Responding to Covid-19

- 2.1 The Chief Executive continues to chair the bi-weekly CIMT meeting and, in consultation with the Leader and Deputy Leader, takes urgent decisions as required. A list of these urgent decisions since the last report is at Appendix 2.
- 2.2 As restrictions evolve and change depending on the pandemic, CIMT will continue to respond, plan and communicate to the organisation the new ways of operating.

First Minister's Update on Restrictions

- 2.3 On 14 September 2021 the First Minister provided an update on current measures in place for schools, the vaccination of 12 to 15-year olds and the vaccine booster programme.
- 2.4 It was advised that given the current high level of infection, secondary school pupils must continue to wear face coverings in class until the October holidays - pending further review at the end of term.
- 2.5 The vaccination programme for 12 to 15-year olds began on 20 September 2021 with drop-in clinics available from this date. From 27 September 2021 formal invitation letters will be sent to this age group.
- 2.6 The vaccine booster programme is intended to lengthen the protection that vaccines offer. This will run parallel to the flu vaccine programme and is aimed at all adults over 50; frontline health and care workers; younger adults with certain health conditions putting them at higher risk and to adult household contacts of people with suppressed immune systems.

3. Main report

Covid-19 Dashboard

- 3.1 The Covid-19 dashboard at Appendix 1 reflects the direct and indirect impacts of Covid-19 across the short, medium and longer term. It contains a wide range of information which highlights how Covid-19 continues to impact Edinburgh and more specifically Council services. Content for the dashboard continues to be kept under review based on the emerging situation and feedback received.
- 3.2 This monthly dashboard is supplemented with a weekly bulletin dashboard that provides the latest position on key data relating to the pandemic. This continues to be circulated to Elected Members every Thursday.

Decisions taken from 23 July to 24 September 2021

- 3.3 A full list of decisions taken under urgency provisions by the Chief Executive, in consultation with the Leader and Deputy Leader, from 23 July to 24 September 2021 is at Appendix 2. Matters requiring a decision under urgency powers by the Chief Executive are discussed at CIMT, which continues to meet twice a week, or at the weekly Corporate Leadership Team meeting.

Service Resumption

- 3.4 A data gathering and prioritisation exercise was conducted with Directorates to facilitate ongoing phased resumption in line with indicative dates for the easing of restrictions, corresponding to the Scottish Government route map and the Strategic Framework. The data has been analysed and reviewed by the Service Resumption

officer working group, led by the Service Director: Operational Services. This group includes officers from a range of key functions, including though not limited to: Facilities Management, Property, Communications, Business Support, Resilience and Health and Safety.

- 3.5 The Service Resumption Group considers weekly service resumption applications from service managers to access office space or resume a service and the data is used to ensure space is allocated according to priority and availability. Regular updates are provided at the CIMT meetings.

Community Centres and Libraries Update

Community Centres

- 3.6 The Task Group led by the Interim Executive Director of Education and Children's Services continues to meet regularly to coordinate, plan and review the phased reopening. Each successive phase of centre re-opening has been achieved with the support of Management Committees.
- 3.7 The Scottish Government's "careful, cautious and sensible approach" to move beyond level 0 has been adopted to govern safe public, staff and volunteer use of space and services. Management Committees and officers are working together to ensure that the Scottish Government guidance is applied consistently in community centres, while extending the use of the centres by members of the community.
- 3.8 A Task Group meets three times weekly to plan and support building reopening. So far 26 community centres are open: Jack Kane, South Bridge, Royston, Wardieburn, Ratho, Clovenstone, Pentland, Goodtrees, Cameron House, Carrackvale, Magdalene, Sandy's, South Queensferry, West Pilton, Craigentenny, Gilmerton, Kirkliston, South Side, Valley Park, Inch, Gorgie Memorial Hall, Northfield, Juniper Green, Braidwood, Wee Moredun and Balerno.
- 3.9 The Task Group are working with the Management Committees of Leith, Rannoch, Tollcross and Bingham community centres as they look to restart activities within the centres in September and October 2021.
- 3.10 Gate 55 remains in use as a Symptomatic Test Centre (STC). While this is ongoing the venue may not be used for any other purpose.
- 3.11 Remedial actions are in progress at St Brides' and Wardie to allow building reopening. The aforementioned Task Group is liaising with two centres (Munro Centre and Colinton Mains) who may wish to access the Council's guidance and support in relation to health and safety, assessment, signage and guiding around Covid-19 available to centres in the Community Centre programme.
- 3.12 The Fort's Management Committee (MC) resigned during the pandemic and the Task Group is assisting in the process of transition.

Libraries

- 3.13 18 libraries are open for an appointment-based service, with a mobile library service in operation at Ratho as alternative service provision while the new Library and Nursery hub is developed.
- 3.14 In line with the Scottish Government's 'careful, cautious and sensible approach' an extended service offer, alongside an incremental extension of opening hours, will continue over September and October 2021. This will see the requirement to make a booking for browsing removed (except for bus pass applications and public computers), the introduction of dwell time; group and 121 activity; study space and public access to toilets. Promotion of the service is taking place to align with a fines and charges amnesty running to the end of December 2021.
- 3.15 The proposed changes in larger libraries such as McDonald Road and Blackhall have supported the creation of dual function spaces to support additional use of the library as an Asymptomatic Test Centre (ATC), and thereby reduce disruption across the library service.
- 3.16 The full resumption to pre-Covid opening hours is planned to be in place by December 2021.
- 3.17 Muirhouse will open its Edinburgh College Granton Campus library service by the end of October 2021 and the Muirhouse staff team will be running activities and services from schools and partner locations throughout the community. For example, Bookbug sessions will start on 6 September 2021 from West Pilton Neighbourhood Centre.
- 3.18 Granton has some health and safety issues requiring building adaptation, which are in the process of being resolved. At Balerno library a Contact and Collect service will start from 4 October 2021 onwards. Corstorphine's planned asset works are complete and subsequent cupola paint work and internal reconfiguration will see the library opening from 25 October 2021 onwards.
- 3.19 A pilot digital library offering supported People's Network (PN) free public computing and internet will open in South Neighbourhood Office to coincide with the refreshed PN offer citywide and to be launched in January 2022.
- 3.20 Four libraries - Oxfgangs; Sighthill; Newington and Leith are currently in use as Symptomatic Test Centres and this requirement from Scottish Government is likely to continue for the foreseeable future. A review will be conducted to see if there are feasible alternative venues for the test centres, but members are asked to note that demand for testing remains high at all testing sites and there remains a need to ensure robust testing infrastructure in the city to contain the virus.

Enhanced Outbreak Response

- 3.21 In partnership with NHS Lothian and neighbouring authorities, the Council continues to operate an Enhanced Outbreak Response at this time. This leads on all aspects of testing in the city and supports the NHS vaccination programme. A briefing has been circulated to members, updating on the Council's activities to support the vaccination programme. As at 23 Sept 2021, 78.8% of over 18s in the city have received both doses of the vaccination.
- 3.22 As cases of Covid-19 have begun to reduce in Edinburgh, the number of Asymptomatic Testing Centres (ATCs) has been reduced from three back to two. However, as case numbers remain significant the team has continued to utilise five Mobile Testing Units (MTUs) operated by the Scottish Ambulance Service (SAS), which are being deployed throughout the city to supplement the ATCs.
- 3.23 For example, for the week beginning 27 September 2021 the MTUs will be deployed at Craigmillar Medical Practice, Captain's Road Local Office, Tynecastle Football Stadium, Edinburgh University (Keir Street Car Park) and James Pringle in Leith.
- 3.24 Two ATCs are operating in the city within Fountainbridge and McDonald Road Libraries between Monday, 20 September and Saturday, 25 September 2021. McDonald Road library is dual use and the ATC operates alongside the library.
- A further two ATCs will be deployed in the week commencing 27 September 2021 at Blackhall and Wester Hailes libraries for two weeks. Both of these libraries are dual use, as referred to in paragraph 3.15 above.

Support to Businesses

- 3.25 Funded by additional money from the Scottish Government, the Council's Covid-19 Compliance Team has been operational since 12 July 2021 and should assist in reducing pressures upon all teams within Regulatory Services, in particular Environmental Health.
- 3.26 Initially the team has been tasked with engaging with businesses to provide advice and to ensure compliance with coronavirus regulations and guidance. In particular, the team has been supporting hospitality, cultural and pop up venues during the recent Festival period. Feedback from these businesses has been very positive. Officers will also be working with the other regulatory teams in relation to the Covid Certification scheme, which will take effect from 5am on Friday 1 October 2021.

Covid-19 Passports

- 3.27 The First Minister has confirmed that the Covid Certification Scheme will come into force at 5.00am on Friday, 1 October 2021. This new requirement is in addition to collecting Test and Protect data for relevant venues and events. In summary, those over the age of 18 (and not subject to exemption) will be required to show

that they have had both doses of a Covid-19 vaccine before they are allowed entry to the following settings:

- Nightclubs (and analogous premises) and adult entertainment venues
- Unseated indoor live events with more than 500 in the audience
- Unseated outdoor live events with more than 4,000 in the audience
- Any event, of any nature, with more than 10,000 in the audience.

3.28 The legislation will provide certain exemptions. People can already request a paper copy of their vaccination record to allow them to travel, and they can also now be provided with a QR code so that they can download a copy of the record to their phone. A mobile phone application is also in development by the Scottish Government to allow vaccine status to be checked in the relevant settings. This is likely to be ready by mid October 2021.

3.29 Regulatory teams are responding to enquiries and assisting businesses to implement systems which will fulfil these new responsibilities and will also be proactively engaging with affected premises to ensure that these systems are compliant.

Update on Current System Pressures

3.30 While some system pressures have dissipated, others remain and may increase as services continue to provide a robust response to Covid-19 and progress towards winter. Services impacted include social care, education, waste and cleansing, streetscapes and services working on COP26 – outlined in greater detail below.

Edinburgh Health and Social Care Partnership (EHSCP)

3.31 The Edinburgh Health and Social Care Partnership is experiencing significant pressure following increased demand for social care services. This is multifactorial, with causes including, though not limited to, an increase in adult protection cases, increased community demand for social care support, delayed discharges from hospital and an increase in the complexity of conditions and reduction in their previously mitigating factors during Covid-19.

3.32 This demand is concurrent with a decrease in capacity to provide care services as a result of staffing vacancies and a high rate of staff turnover with external care providers.

3.33 The EHSCP will address these increased pressures through a combined process of robust risk management and triage, while instituting new and creative approaches to meet these demands and ameliorate risk. There is a separate report on the agenda for the Policy and Sustainability Committee to enable more detailed discussion of these system pressures and mitigating actions.

Waste and Cleansing

- 3.34 Waste and Cleansing is responsible for providing services to every household across the City. Covid-19 has had a significant impact upon provision of services, significantly altering the way in which services are being delivered. These changes, such as operating with a third person in a pool vehicle and also the introduction of a booking system for Household Waste Recycling Centres, were put in place to protect both the public and staff. These operational changes are still being maintained at this point in time.
- 3.35 At the early height of the pandemic some services had to be suspended to ensure continuity of other, priority services. The suspensions were short term and services were quickly reintroduced when the opportunity allowed. In addition to the challenges around availability of staff, the increase in numbers of people working from home and increased use of home deliveries and online shopping saw the amount of general and recyclable waste increase significantly over pre-COVID levels.
- 3.36 The ongoing impact of Covid-19 remains a significant risk for the service. The ability of the service to replace staff at short notice is reduced following the nationally acknowledged issues around availability of HGV drivers. Additionally, it is reasonable to assume that there will be a continued increase of many people working from home on a blended basis and therefore increased amounts of waste are likely to continue into the future. As and when specific sector advice changes the service will continue to adapt operational delivery where necessary.

Streetscapes

- 3.37 Roads Operations are responsible for the day to day maintenance of Edinburgh's roads including potholes, roads drainage and winter gritting. Throughout the pandemic the service acted responsively to balance protection of both the public and staff. Covid-19 and the winter of 2020/21 created significant pressure for teams, as a rise in case numbers converged with the most severe winter weather for almost a decade. Programmed works were suspended, following robust risk assessment, in order to ensure the delivery of core winter service. The service was reduced to essential requirements with a focus on the most critical safety defects, road traffic accidents and inspection of key routes. Teams were required to work in new configurations to adhere to social distancing measures, while delivering an extensive service.
- 3.38 There is potential for these pressures to re-emerge in winter 2021/22, with an increase in cases once again impacting resource levels to the point that service delivery may be reduced to focus on elements assessed as most critical. The Place Management Resilience Group works to facilitate an agile response to Covid-19 pressures, while mitigating the impact of any service changes necessitated by the

pandemic. The Group are prepared to re-assess and re-prioritise if required to address a resurgence of winter pressures in 2021/22.

Schools

- 3.39 The additional support being put into schools to manage the requirements of the response to the pandemic are primarily as follows:

School Operations Risk Toolkit (SORT)

- 3.40 The School Operations Risk Toolkit (SORT) is the service risk framework which effects the risk management process by ensuring the correct risk architecture (scheduled weekly risk meetings) are in place, including a fortnightly SORT/Covid Clinic supporting school colleagues to ensure risk communication and learning of key guidance/requirements.
- 3.41 The capacity required to support all of this is high, colleagues involved in the response are mostly doing this in addition to their own roles and have been involved since the start of the pandemic. The service is currently looking at how operational support can be bolstered to ensure capacity on an ongoing basis.
- 3.42 Education continues to require the support of the Covid-19 Case Management team (a team of three) to manage school Covid-19 related enquiries as well as the collation of numbers from cases. Support is still required at the weekend, although this has decreased from August 2021 when the team managed bubble risk assessments out of hours. The Contact Centre are supporting the use of SEEMiS out of hours in case there are closures relating to a lack of work force supply to ensure parents and carers receive communications.

Capacity and workforce supply

- 3.43 The service is currently in a situation where risks may impact other risks in terms of operational resilience. Going into the autumn the Schools Covid IMT will also manage the potential impacts of COP26 and potential national industrial action, aligned to overall Council resilience and business continuity planning arrangements.
- 3.44 An additional area of impact is where staff in schools are contacts and need to be PCR tested. There is also a cohort of younger staff still not double vaccinated which is resulting in contact associated absence, early years settings have closed due to this.

Education Resilience

- 3.45 School leaders, and their staff teams, continue to adapt and respond to changes in guidance issued by Scottish Government and Public Health Scotland. Despite the ongoing system pressures of Covid case management, schools are required to move forward with their renewal and improvement priorities, supported by the Quality Improvement and Curriculum Service (QICS). There is a national and local focus on raising attainment, including addressing any gaps incurred as a result of

the pandemic including targeted work to provide literacy and numeracy interventions to groups of, and individual, young people. Whilst every effort is being made to fulfil this agenda, schools are dealing with high levels of staff absence making it necessary for support from learning staff and senior leaders, to cover classes/ This places challenges on the ability to drive forward improvements and to provide personalised support. Despite the additional challenges, schools are also engaging in activities to support the rapid development of digital skills to support the Empowered Learning project, which will enhance learning and teaching and support contingency plans for any future need for a remote learning provision. Despite Covid-related absences schools are responsible for ensuring young people attend school consistently and engage in their learning in order to make their expected progress.

- 3.46 In summary the capacity requirements are still high and there are unknowns going into the winter. There are multiple risks being managed concurrently by the service due to the pandemic and other issues such as winter weather, strike action, COP26 and other winter illness that may affect capacity. For this reason, sustaining the current capacity remains essential.

COP26 and Concurrent Events

- 3.47 In terms of business renewal over the autumn period, there are a number of new and significant pressures on services and systems across the city which are being considered alongside ongoing public health measures. The crisis in Afghanistan is expected to generally increase pressures on key Council and partner services, while COP26 is bringing a specific pressure point in November 2021 that all city partners are concerned about. While the event itself is confined to the first two weeks of November, services are planning for increased pressure and demand across a six-week period, with a peak in terms of service risk in the first weekend of November due to a number of concurrent events. The resilience of the Council and the city in respect of these risks is being considered in planning for the renewal of service operations over the autumn.

Adaptation and Renewal Programme - Closure Summary

- 3.48 The Adaptation and Renewal programme was approved by the Policy and Sustainability Committee on 28 May 2020 to guide decision making throughout the Council's response to Covid-19. Since then, the Council Business Plan has been published and the officer working groups have either delivered their remit, or their activity has moved into business as usual delivery arrangements. In addition, the senior leadership review of Chief Officer roles has now concluded with responsibilities and accountabilities for delivery now aligned to the new Council organisational structure.
- 3.49 A close report is therefore in development which will look at how well the projects that formed the Adaptation and Renewal Programme delivered against the scope

for the now, near and future phases. It will also highlight any 'follow on actions' i.e. outputs or outcomes that still need to be delivered as part of business as usual activities.

- 3.50 Lessons Learned have been captured across individual projects and will be consolidated into the close report for awareness and adoption to inform other similar programmes response types.

4. Financial impact

- 4.1 The financial impacts arising from this report are dealt with in Council Business Plan and Revenue Budget 2021-26 which was considered at Finance and Resources Committee and referred to the Budget Full Council on 18 February 2021 for approval.
- 4.2 A further Council budget update was considered at the Finance and Resources Committee on 20 May 2021 and was approved at Full Council on 27 May 2021.
- 4.3 The ongoing financial implications of the Covid-19 pandemic continue to be monitored and are reported to the Finance and Resources Committee on an ongoing basis. The next such reports on both the Revenue and Capital Budgets are due to be considered by the Finance and Resource Committee on 7th October 2021.

5. Background reading/external references

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

6. Appendices

- 6.1 Appendix 1 - Covid-19 Response Dashboard
- 6.2 Appendix 2 - Decisions taken from 23 July to 24 September 2021

Appendix 2 - Decisions taken from 23 July – 24 September 2021

Ref.	Approved decisions	Date
D723	Internal Audit report Physical Distancing and Employee Protection To note the content of the IA report; and agree the management actions and risks that have been accepted.	26/07/2021
D724	Discretionary Funding To agree to: make an additional top-up payment of £2,000 to previous travel agent and tour guide recipients of Edinburgh Discretionary Business Support Fund, upon confirmation of active trading; allow other previous recipients of Edinburgh Discretionary Business Support Fund to apply for an undetermined top up (likely 'up to £1000') if they can evidence continued significant impact on their business; and pay a sum of £100,000 to Creative Edinburgh to re-open their Practice Support Fund to support more freelancers impacted by Covid-19 Restrictions	26/07/2021
D725	Events in Parks Applications - MOVE, Traverse Theatre Production, Cramond Foreshore To approve the event (subject to confirmation that the Environmental Health Team are satisfied with the Covid measures) and enable the team to notify organisers as soon as is practicable.	26/07/2021
D726	Update and Request for Approval: Asymptomatic Testing Centres – Approved use of Gilmerton, Fountainbridge and McDonald Road libraries as ATCs for week beginning 9 August 2021.	29/07/2021
D727	Use of Assembly Rooms as a Walk-Through Testing Centre – Approved subject to site visit. To include any loss of income compensation in the lease agreement.	29/07/2021
D728	C172 Risk Assessor Training for Occupational Therapists and Senior Occupational Therapists To approve the resumption of the 2-day refresh Manual Handling Risk Assessor Training for Occupational Therapists and Senior Occupational Therapists.	02/08/2021
D729	C173 Museums Galleries Youth Engagement To approve in-person sessions with up to 10 young people supported by Edinburgh Young Carers.	02/08/2021
D730	C174 CJSW Women's Services Newkirkgate To approve in principle for Newkirkgate Social Work Centre to be returned to CJSW for its sole use as a Women's Centre subject to confirmation there will be alternative arrangements for those seeking food bank vouchers. To note the 4 other CRCs will remain as they are at the moment.	02/08/2021
D731	Foodies – Capacity Dispensation Request To approve retrospectively in part the application to allow an increase from 1000 to no more than 1250 attendees at any time, subject to the venue ensuring all other mitigations set out in the relevant statutory guidance are complied with and 1m social distancing requirement as set out in the guidance. Also subject to the additional conditions as detailed in the email To not to approve the requested increase to 2200 attendees.	02/08/2021

D732	Events in Parks - Meadows Fringe Festival Funfair 2021 - The Meadows To approve the event and enable the team to notify organisers as soon as is practicable.	02/08/2021
D733	Events in Parks - Colour Bomb Festival 2021 - Sighthill Park To approve the event and enable the team to notify organisers as soon as is practicable.	02/08/2021
D734	Usher Hall/Ross Bandstand To note the TC at Usher Hall would be closed to allow scheduled events to go ahead. To approve in principle the use of Ross Bandstand as a TC subject to; <ul style="list-style-type: none"> • discussions with the C&C Conveners • confirmation that no events have contractual agreement to take place over the next 6 months • finding an alternative venue for the Diwali celebrations 	02/08/2021
D735	Update and Request for Approval: Asymptomatic Testing Centres To note the deployment of the current ATCs and Mobile Testing Units. To approve the reduction in operation of ATCs from three locations to two from 16 August and note five TUs will continue to operate within the city. To approve the use of Fountainbridge and McDonald Road libraries as ATCs for week beginning 16 August 2021.	05/08/2021
D736	Capacity dispensation Hibernian FC 3/5 August and 7/8 August – Retrospective Approval To approve a capacity of 7059 for the match due on 3/5 August which is 75% of the capacity of 9412 the safe capacity to ensure the required 1m social distancing, subject to the venue ensuring 1m social distancing guidance and other mitigations set out in the relevant statutory guidance are complied with. To approve a capacity of 9412 for the match due on 7/8 August which is 100% of the capacity of 9412 the safe capacity to ensure the required 1m social distancing, subject to the venue ensuring 1m social distancing guidance and other mitigations set out in the relevant statutory guidance are complied with. However, noting that 2 of the 4 stands on the stadium do not currently have a safety certificate therefore the number for both matches will be restricted to 5632 which is the number of spectators who can be safely accommodated in the 2 remaining stands whilst maintaining the required social distancing.	05/08/2021
D737	Parkrun (Senior) - Silverknowes Promenade To approve the resumption of Parkrun (Senior), Silverknowes Promenade, to take place weekly at 08.30 -10.45 commencing 14 August 2021.	05/08/2021
D738	Edinburgh Festival Fringe Street Events – August 2021 To approve the event management plan (subject to confirmation that the Environmental Health Team) for Fringe Society Street Events – High Street, West Parliament Square and Mound Precinct – 6 August until 30 August inclusive, and enable the team to notify organisers as soon as is practicable.	05/08/2021
D739	Response to FM statement - proposed CEC response To agree that the presumption to work from home where possible will continue with the return of priority 1/2 services taking precedence. Staff working from a CEC setting will keep a 1m distance, masks must be worn when moving in communal areas, with clients or where a 1m distance	09/08/2021

	cannot be maintained. When seated at a 1m distance, masks may be removed. To otherwise agree the proposed CEC response to the FM statement.	
D740	C171 Education Psychological Services, 11 desks and meetings space Waverley Court To agree the use of 6 desks and a shared meeting room in Waverley Court to facilitate support for the Education Psychological Services team.	09/08/2021
D741	Events in Parks – Edinburgh Climate Festival at Leith Links To approve the Edinburgh Climate Festival to take place at Leith Links on Saturday 14 August 2021 and enable the team to notify organisers as soon as is practicable.	09/08/2021
D742	Events in Parks – Parkrun (Senior) Portobello - Figgate Park To approve the temporary resumption of Parkrun (Senior) to take place at Figgate Park, weekly, commencing 14 August 2021, on the understanding that an alternative location or mitigation measures be put in place within eight weeks of this decision.	09/08/2021
D743	Capacity Dispensations for Easter Road and Tynecastle Stadiums To note the changes to the regulations and grant the capacity dispensation for both clubs allowing full capacities within the stadiums on an ongoing basis subject to the conditions set out in paragraph 2.3 of the report. To note that the regulations allow any dispensation to be revoked or amended if the public health situation were to change.	09/08/2021
D744	Events and Weddings/Civil Partnerships in the City Chambers To agree staff will maintain the 1m distancing and wearing of masks at all events, members of the public are subject to national guidance.	09/08/2021
D745	Re-opening of Cultural Venues To approve the reopening of Cultural Venues, with a capacity limit of 2000 for the Usher Hall, operating in line with Scottish Government and Council guidance.	12/08/2021
D746	Update and Request for Approval: Asymptomatic Testing Centres To note the deployment of the current ATCs and Mobile Testing Units To approve the use of Wester Hailes and McDonald Road libraries as ATCs for week beginning 23 August 2021 and notes that a limited library service will be maintained at both sites.	12/08/2021
D747	Events in Parks - Milan's (Senior Welfare Organisation) Multicultural Get Together To approve Milan's (Senior Welfare Organisation) Multicultural Get Together at Montgomery Street Park on Sunday 5 September 2021 and enable the team to notify organisers as soon as is practicable.	12/08/2021
D748	C178 School and youth group visits to the City Arts Centre To approve school and youth groups to visit the City Art Centre exhibitions and take part in art workshops with the Schools Engagement Officer as detailed in the report.	16/08/2021
D749	C179 Outdoor learning visits for primary schools and youth groups – Lauriston Castle grounds and Museum of Edinburgh courtyard To approve primary school classes and youth groups to participate in outdoor learning activities in Lauriston Castle grounds and the Museum of Edinburgh courtyard with the Schools Engagement Officer as detailed in the report.	16/08/2021

D750	C180 Auld Reekie Retold – Public Engagement Project, in-person sessions To approve in-person sessions with individuals and up to two persons from the same household for ‘story catching’ engagement around MGE collection items as detailed in the report .	16/08/2021
D751	Events in Parks – Leith Links Funfair To approve Leith Links Funfair to take place at Leith Links from Tuesday 17 August to Tuesday 31 August 2021 and request the team notify organisers as soon as is practicable.	16/08/2021
D752	Events in Parks – Sunset Marathon To approve the Sunset Marathon to take place at Gypsy Brae, Cramond & Silverknowes Foreshore on Saturday 21 August 2021 and request the team notify organisers as soon as is practicable.	16/08/2021
D753	Events in Parks - Friends of Saughton Park Community Music Event To approve the Friends of Saughton Park Community Music Event to take place in Saughton Park on 28 August and 25 September 2021 and enable the team to notify organisers as soon as is practicable.	19/08/2021
D754	Update and Request for Approval Asymptomatic Testing Centres To note the deployment of the current ATCs and Mobile Testing Units. To approve the use of Wester Hailes and Blackhall libraries as ATCs for week beginning 30 August 2021 and note that a library service will be maintained at both sites. To ensure Ward Councillors, and the Culture and Communities Conveners are made aware of any relevant updates. To note sites were identified based both on the availability of space and case numbers in the area. Mobile Units were also dispatched to hot spots.	19/08/2021
D755	Portobello Book Festival To agree that the book festival events programme is run as a dual operation with the Library Service (revised model) offering BAU activity during opening hours but with the upstairs event space adopting cultural venue operational arrangements (no 1m social distancing requirement).	23/08/2021
D756	ReDrawing Edinburgh To approve ReDrawing Edinburgh to take place in St Margaret’s Park on 3 September 2021 and enable the team to notify organisers as soon as is practicable.	26/08/2021
D757	Capacity Dispensations for Usher Hall and Playhouse Theatre To note the dispensations granted and that the regulations allow any dispensation to be revoked or amended if the public health situation were to change.	26/08/2021
D758	Update and Request for Approval: Asymptomatic Testing Centres To note the deployment of the current ATCs and Mobile Testing Units To approve the use of Gilmerton and Blackhall libraries as ATCs for the week beginning 6 September 2021 and notes that a library service will be maintained at Blackhall library.	26/08/2021
D759	C183 Adaptation of Edinburgh Library Services To approve the proposed changes as outlined in the report to coincide with SG guidance and allow the creation of dual function spaces to support the ATC process and reduce disruption across the library service offer.	30/08/2021

D760	C182 Physical meetings of Executive Committees and the Governance, Risk and Best Value Committee To approve limited attendance from officers to support the recommencement of physical meetings as outlined in the report.	30/08/2021
D761	C185 Next phase of civic events to take place in the City Chambers To approve Civic Events within the City Chambers from 1 September to December 2021 as detailed in the report, these will be managed and compliant with all relevant Covid guidelines. To acknowledge the pressure under which catering staff are operating and that this group may be part of the TU ballot.	30/08/2021
D762	Event in Parks - Music for Bridges, Victoria Park To approve Music for Bridges to take place in Victoria Park (amongst other sites) on 12 September 2021 and enable the team to notify organisers as soon as is practicable.	30/08/2021
D763	Events in Parks – Bingham Community Event To approve the Bingham Community Event to take place in Bingham Park on 5 September 2021 and enable the team to notify organisers as soon as is practicable.	30/08/2021
D764	Events in Parks – Break the Cycle To approve Break the Cycle to take place on 4-5 September 2021 with its finishing point on Gypsy Brae, Cramond and Silverknowes Foreshore. To request the team to notify organisers as soon as is practicable.	02/09/2021
D765	Events in Parks – Inch Park Community Fun Day To approve the Inch Park Community Fun Day to take place in Inch Park on 4 September 2021 and enable the team to notify organisers as soon as is practicable.	02/09/2021
D766	Events in Parks – Mwamba Community Summer Event To approve the Mwamba Community Summer Event to take place in Victoria Park on 11 September 2021 and enable the team to notify organisers as soon as is practicable.	02/09/2021
D767	Update and Request for Approval: Asymptomatic Testing Centres 1) To note the deployment of the current ATCs and Mobile Testing Units. 2) To approve the use of: • Fountainbridge as ATCs for the week beginning 13 September 2021 • McDonald Rd for two weeks from week beginning the 13 September and note that a library service will be maintained at this site.	02/09/2021
D768	C177 - EdinTravel Team - Return to Lothian Buses' Annandale Depot To approve access to the Annandale Depot for the EdinTravel team, as detailed in the report.	06/09/2021
D769	Supplier Relief Request for Barhale Limited at Fountainbridge To approve the Supplier Relief Claim for Barhale Limited.	06/09/2021
D770	Update and Request for Approval: Asymptomatic Testing Centres 1) To note: • the deployment of the current ATCs and Mobile Testing Units; • that McDonald Rd Library has been approved by CIMT for two weeks from week beginning the 13 September (this being a 'dual use' site where a library service will continue to be provided). 2) To approve the use of Fountainbridge Library as an ATC for the week beginning 20 September 2021.	09/09/2021

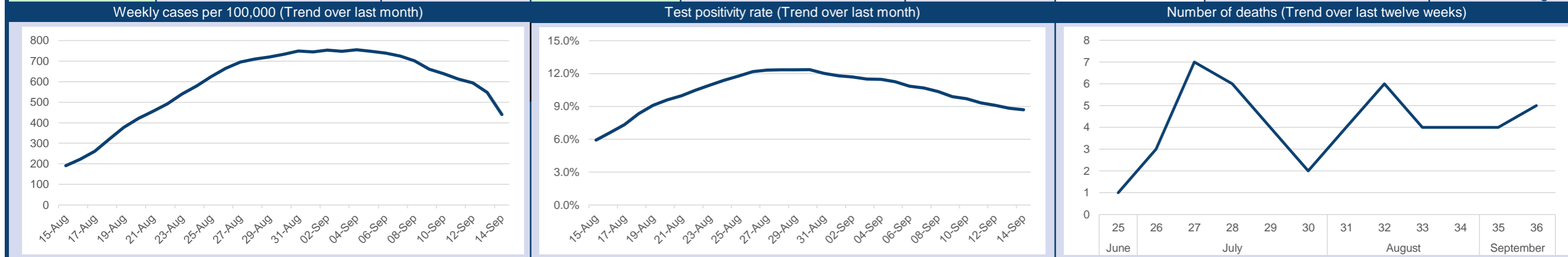
D771	C187 Open All Hours Youth Work - Full Resumption To approve extending Open All Hours youth work provision as detailed in the report.	13/09/2021
D772	C189 Northfield Drive and Grove Public Engagement Project in-person Outdoor Consultation To approve an open-air consultation with the residents of Northfield Drive and Northfield Grove as detailed in the report.	13/09/2021
D773	Update and Request for Approval: Asymptomatic Testing Centres 1) To notes the deployment of the current ATCs and Mobile Testing Units. 2) To approve the use of Wester Hailes and Blackhall libraries as ATCs for a period of two weeks from the week beginning 27 September 2021.	16/09/2021
D774	Events in Parks - Coalie Park Fun Day To approve the Coalie Park Funday to take place in Coalie Park on 3rd October 2021 and enable the team to notify organisers as soon as is practicable.	16/09/2021
D775	Events in Parks – Friends of Saughton Park Apple Day To approve the Friends of Saughton Park Apple Day to take place in Saughton Park on 30th October 2021 and enable the team to notify organisers as soon as is practicable.	16/09/2021
D776	Events in Parks - Beach Volleyball Competition To approve the Beach Volleyball Competition – Commonwealth Games European Qualifier (Portobello Beach 23-26 September 2021)	20/09/2021
D777	C190 Delivery of Crisis and Aggression Limitation Management (CALM) Training 1) To approve the immediate restart of face to face training and practice of CALM in all specialist schools where staff were likely to use physical intervention. 2) To note that the relevant trade unions had been consulted and had given approval.	20/09/2021
D778	C192 Council Resilience Centres (CRCs) – Opening up Customer Access – Return to Locality Offices To approve the opening up of customer access in Council Resilience Centres as described in the report, return to referring to these buildings as	20/09/2021
D779	To approve the request from the Scottish Government to visit North Cairntow Travellers site in connection with a funding application the Council had submitted to support the modernisation of the site.	23/09/2021
D780	To approve the request from Parks and Greenspace to extend permission for the weekly parkrun in Figgate Park.	23/09/2021

Covid-19: Key indicators

The figures and charts have been updated using data published daily from Public Health Scotland. Last updated to 14th September 2021

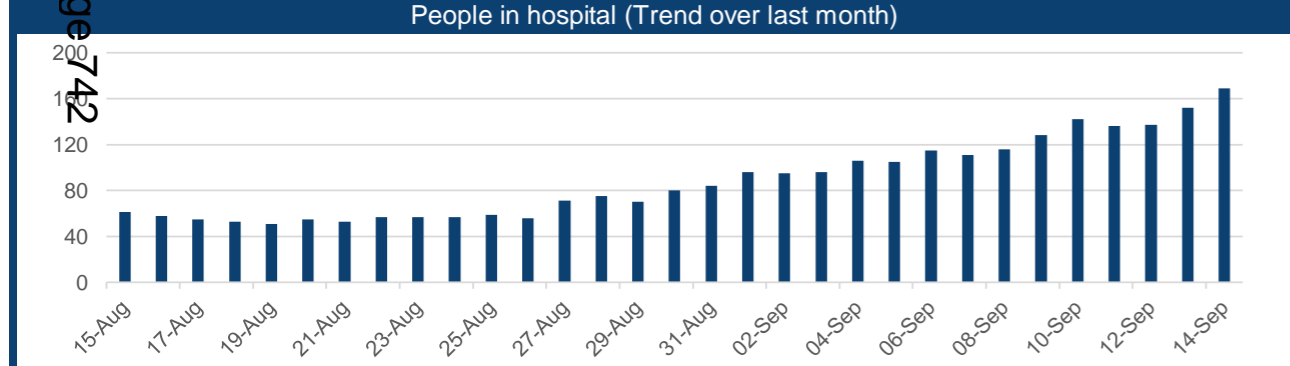
Overview of cases

440	cases per 100,000 (Edinburgh)	8.7%	Test positivity rate (Edinburgh)	4	deaths within 28 days of a positive test (Edinburgh)
▼ -284	less than last week -39.3% decrease	▼ -1.98%	less than last week -1.98% decrease	=	same as last week 0.0% change

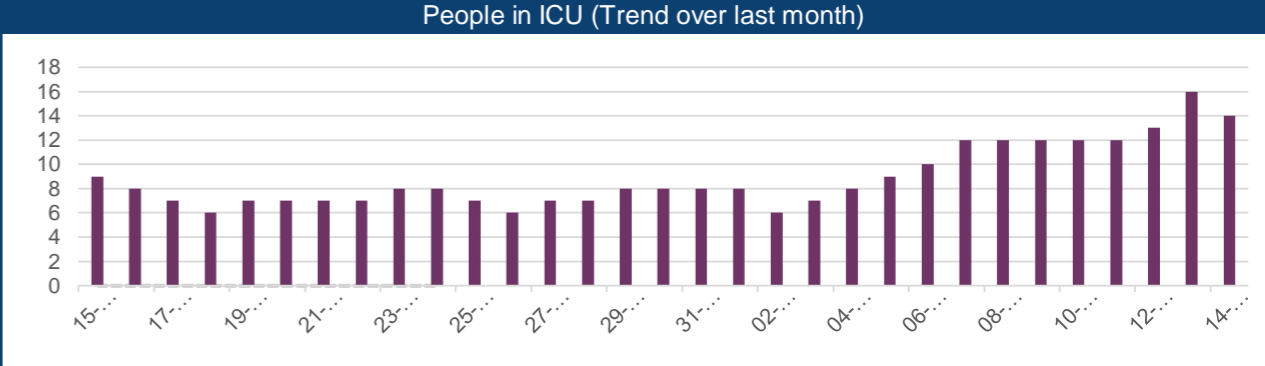


*The figures and charts are reviewed and updated as PHS publishes revised data.

169	people in hospital with Covid-19 (NHS Lothian)	58	more than last week	14	people in ICU with Covid-19 (NHS Lothian)	2	more than last week
	People in hospital (Trend over last month)	▲	52.3% increase		People in ICU (Trend over last month)	▲	16.7% increase

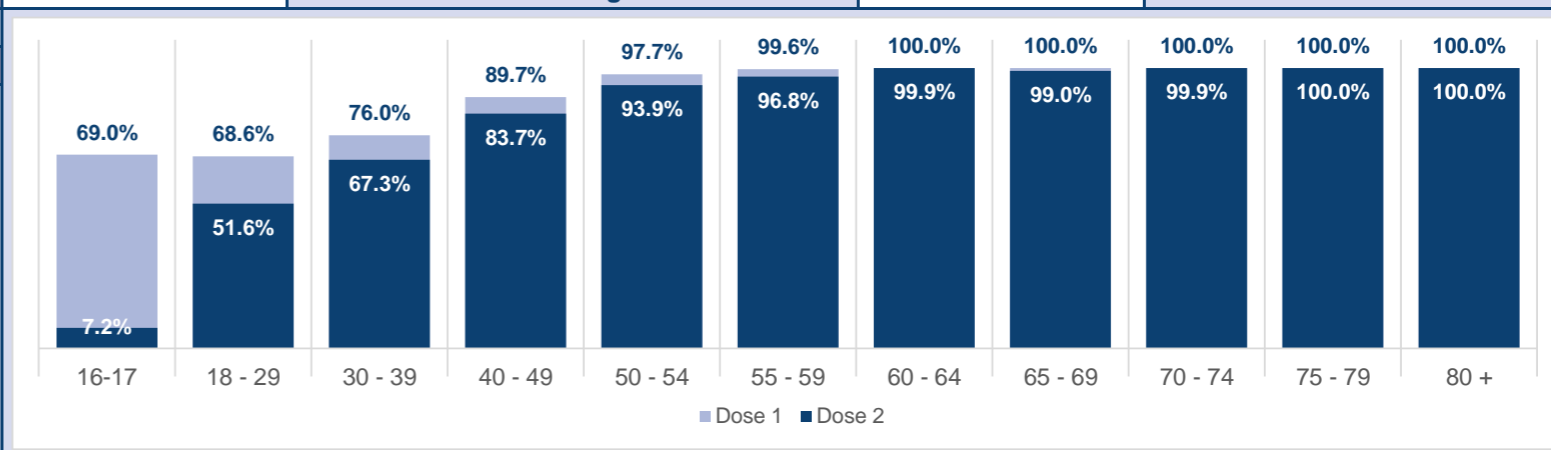
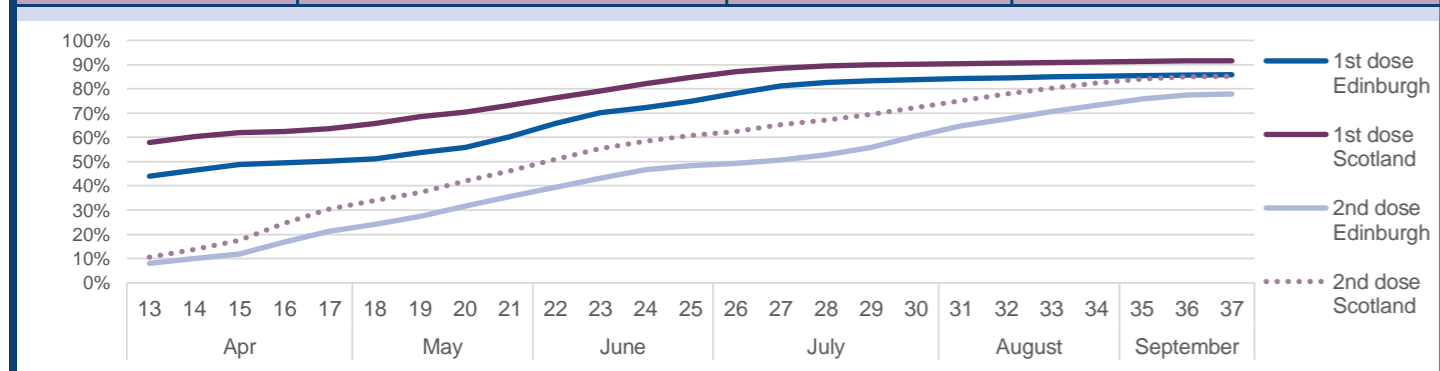


* Please be aware that if the number of Covid-19 patients in hospital or ICU is 4 or less the figure is not published. This means that the charts only show a column if the number of patients is 5 or more. The top figures will show "<5" if the number is under 5, and the change in relation to the previous week will only be calculated if both weeks figures are 5 or more.



Vaccinations

Vaccinations by dose for people over 18				Vaccinations in Edinburgh by age group (includes age group 16-17)			
377,770	1st dose vaccines in Edinburgh	342,807	2nd dose vaccines in Edinburgh	726,984	total number of vaccines administered in Edinburgh	8,584	vaccines last week
4,064,981	1st dose vaccines in Scotland	3,781,425	2nd dose vaccines in Scotland				
85.8%	1st dose coverage in Edinburgh	77.9%	2nd coverage in Edinburgh				
91.6%	1st dose coverage in Scotland	85.2%	2nd dose coverage in Scotland				



Public Health and Safety

Public Health Data

[Link for Source and further info](#)

Number of positive tests

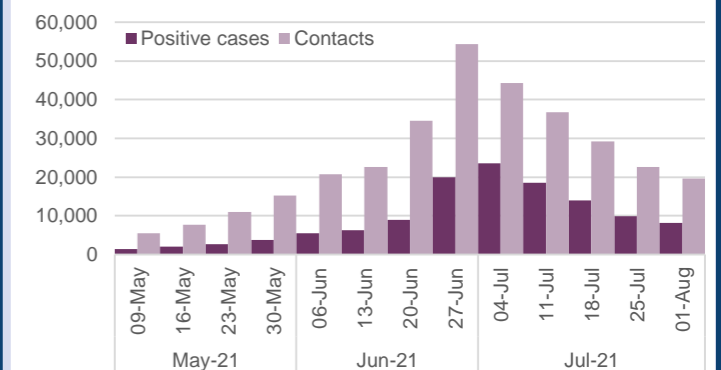
Area	Aug-21	Difference vs last month	Cumulative
Scotland	97,456	37,529 ▲	444,510
NHS Lothian	16,153	3,619 ▲	74,380
Edinburgh	9,593	2,443 ▲	42,896

Number of deaths within 28 days of a positive test

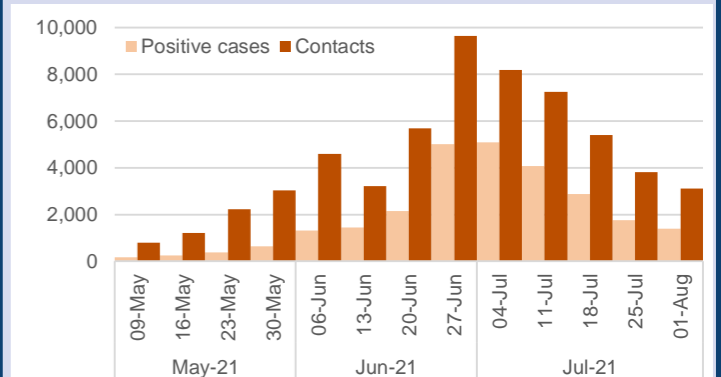
Area	Aug-21	Difference vs last month	Cumulative
Scotland	190	-21 ▼	8,169
NHS Lothian	32	-4 ▼	1,191
Edinburgh	20	-1 ▼	647

Test and Protect

Individuals testing positive and contacts* (Scotland)



Individuals testing positive and contacts* (NHS Lothian)

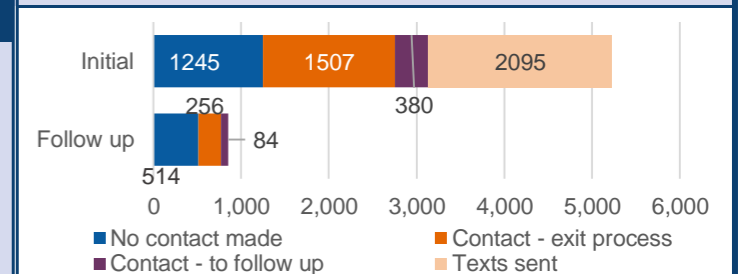


*Unique contacts within Scotland/ within health board

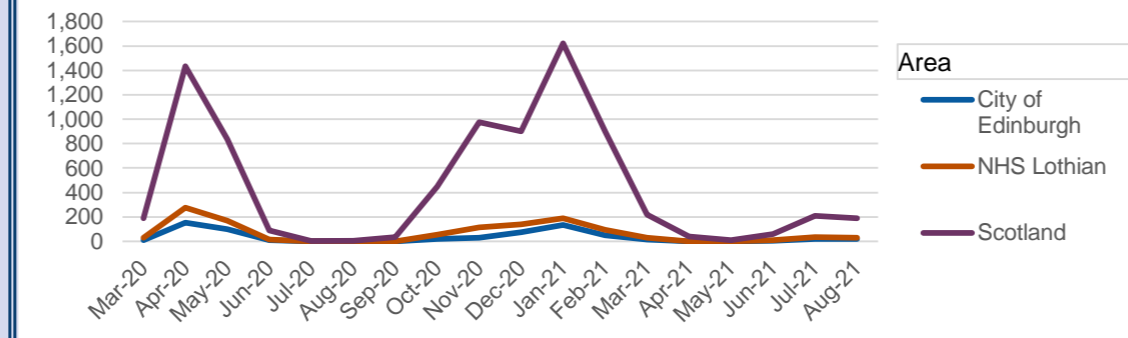
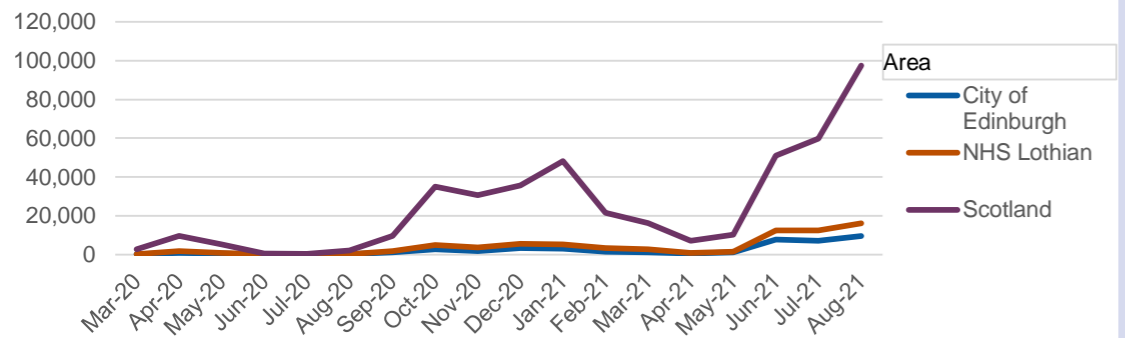
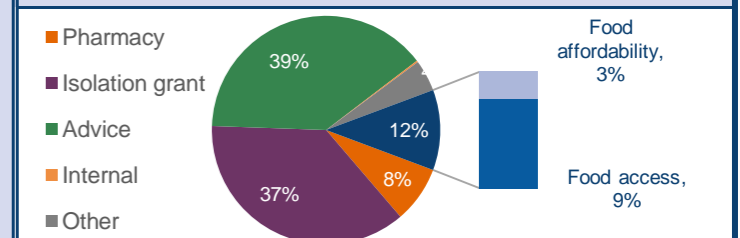
Outbound calls from CEC to self-isolating individuals

Number of outbound calls + texts	Difference vs last month
Aug-2021	-24 ▼
6,081	

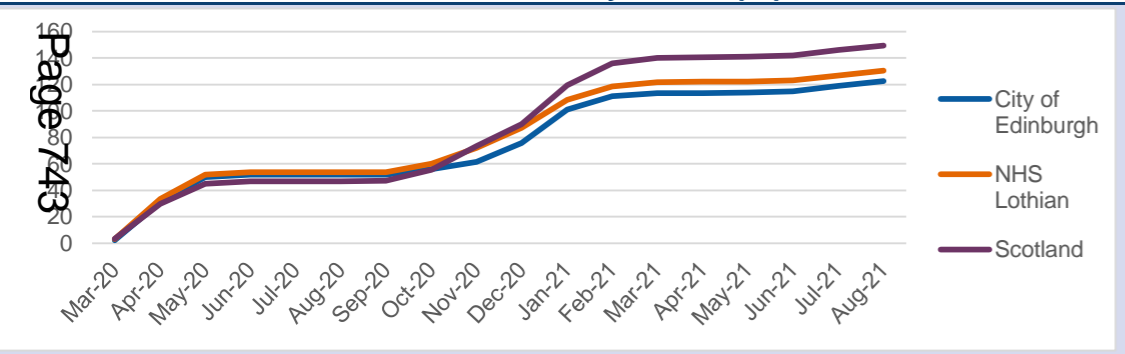
Breakdown of cases



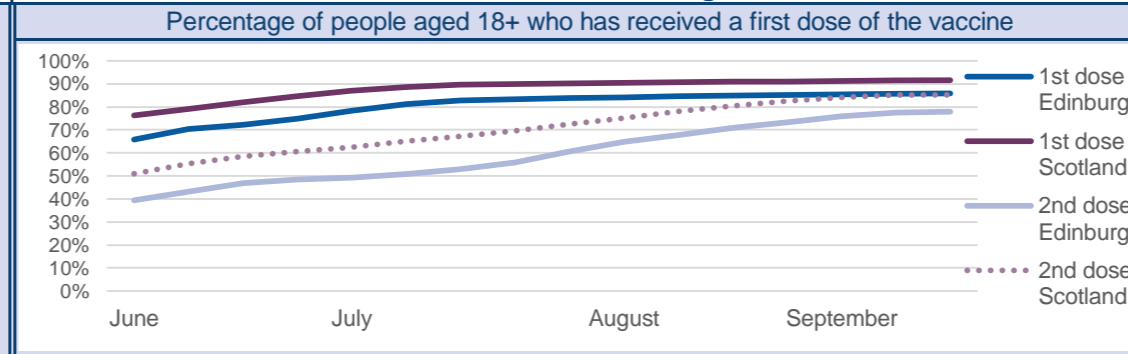
Breakdown of outcomes



Cumulative rate of deaths by 100,000 population

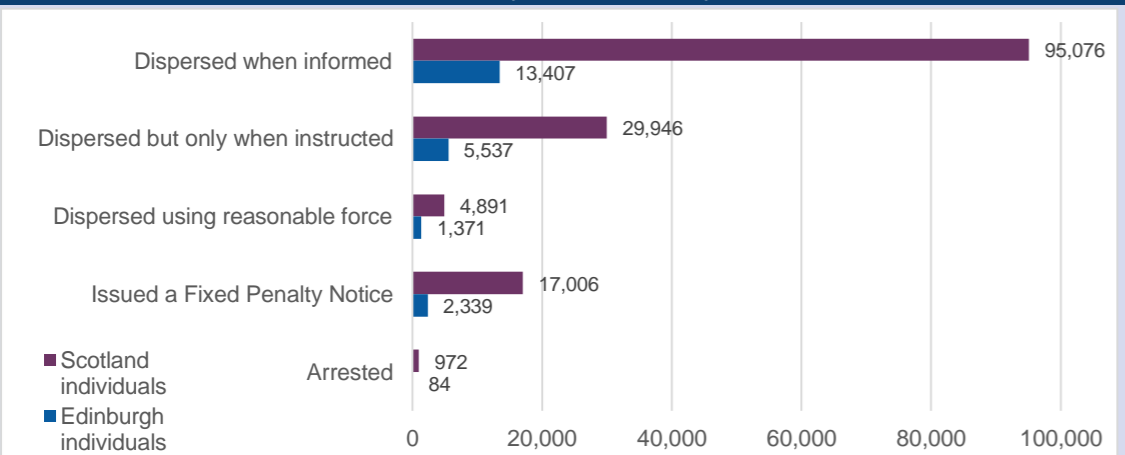


Vaccination coverage



Police enforcement for COVID-19

Cumulative from 6th Apr 2020 to 1st September 2021



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

Environmental Health & Trading Standards advice/ enforcement

Cumulative from 5th May 2020 to 20th August 2021

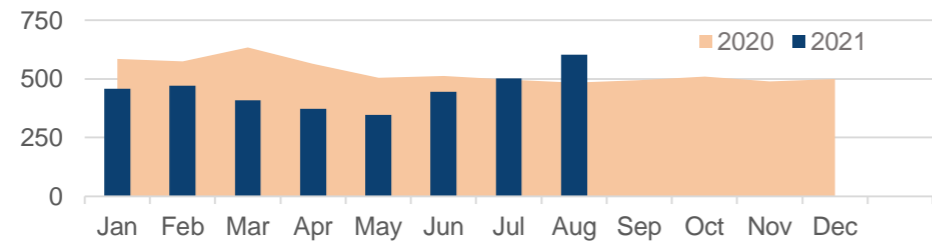


Advice requests: from business about how best to follow the new coronavirus guidelines.
Enquiries/complaints: about business operating when they should not or did not have in place the necessary provisions.
Open premises-Interventions: officer engagement with premises to explain new policy and encourage compliance
Intervention follow ups: engagement to see if action has been taken.
Written warnings: formal written warning for continued non-compliance.
Prohibition notices: official enforcement action for continued non-compliance.

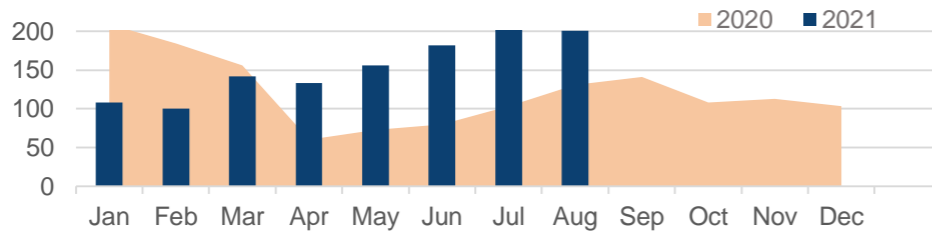
Vulnerable Groups

Health and Social Care

604



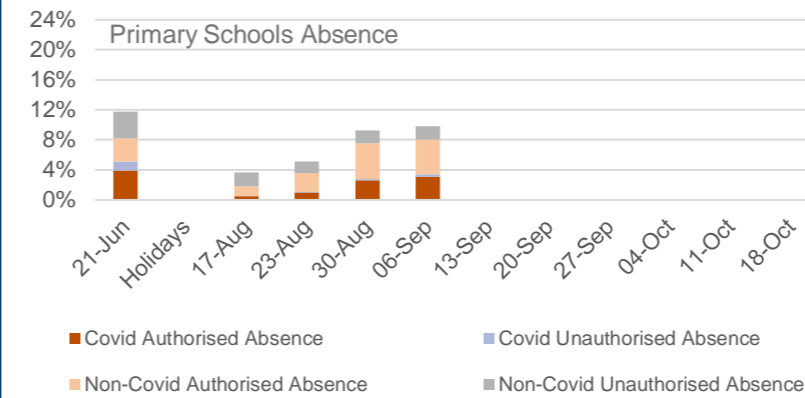
201



Schools

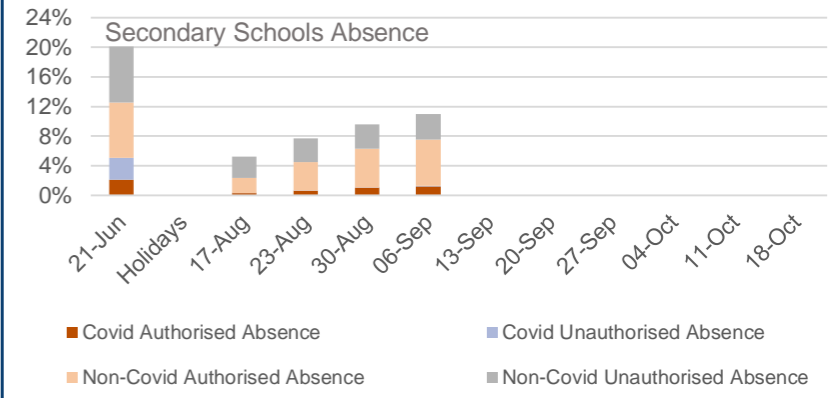
Pupil Absence in Primary Schools

3.13% Covid authorised absence vs last week **0.55%** ▲



Pupil Absence in Secondary Schools

1.2% Covid authorised absence vs last week **0.18%** ▲

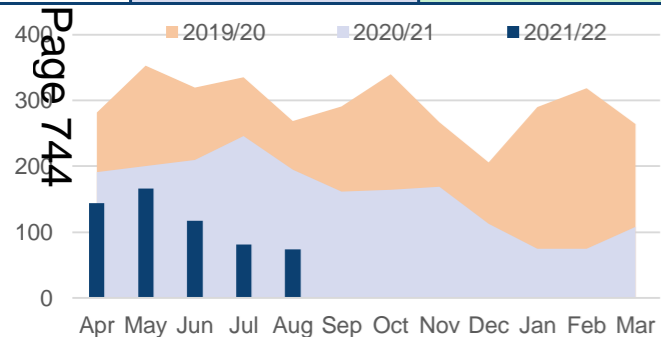


Homelessness

Total number of homeless presentations in Aug

74

vs last month **-7** ▼
vs last year **-121** ▼



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

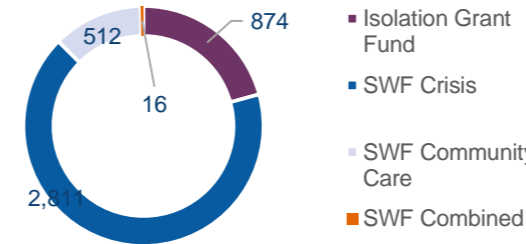
14

vs last month **-2** ▼
vs last year **7** ▲

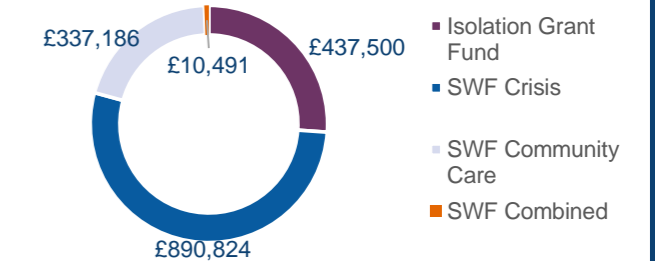


Scottish Welfare Fund and Isolation Support Grant

Volume of applications by type of grant



Funds requested by type of grant



3,339

Total number of applications excluding ISG in Aug

SWF Grants

£ **1,238,501**

Total funds requested excluding ISG in Aug

4,772

Cumulative applications to new Isolation Support Grant

ISF Grants

£ **1,767,500**

Cumulative funds requested through Isolation Grant Fund

Customer Contact

excluding Vulnerable line

Contact Centre

48,846

Number of calls to Customer Contact Centre in Aug

89.9%

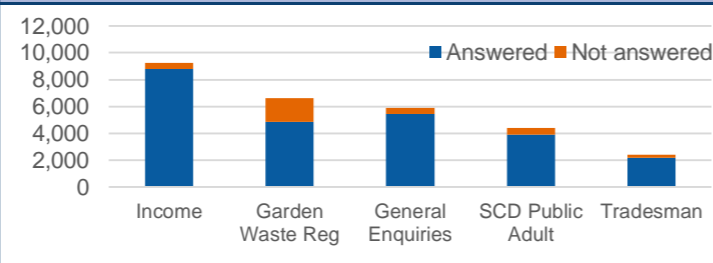
Percentage of calls answered

Council Resilience Centres

2,721

Council Resilience Centres footfall

Top 5 lines



Vulnerable line calls

558

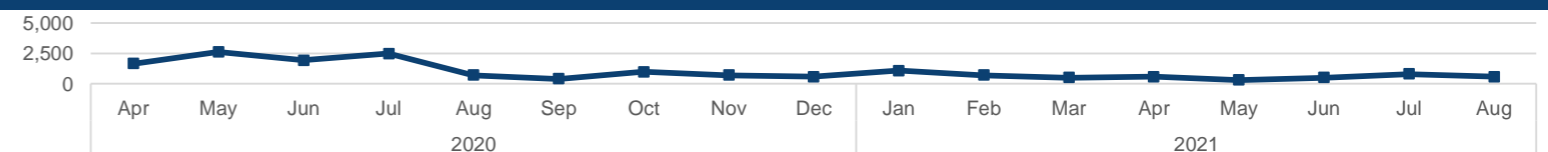
calls during Aug-2021

16,969

cumulative calls from Apr-20

228

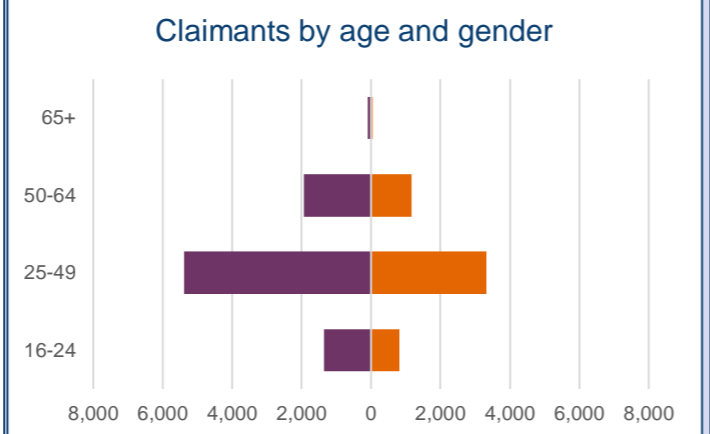
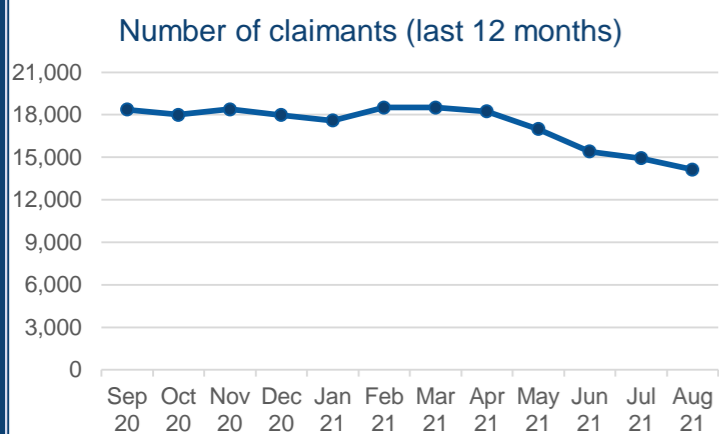
less than previous month



Economy

Job Seekers Allowance

Number of claimants in Aug-21	Difference vs last month (%)	This represents 4.1% of Edinburgh residents aged 16-64	Percentage of population who claims JSA by gender	
14,140	-8.30% ▼		Male ■ 3.8%	Female ■ 2.9%

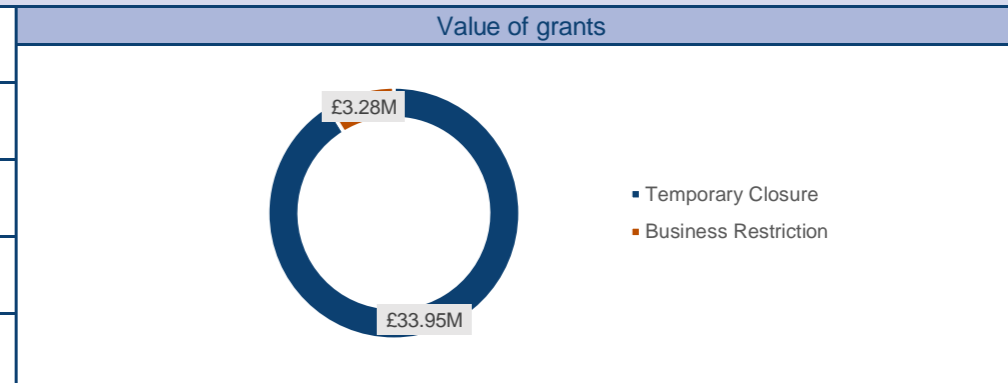


Strategic Business Framework Grant

Cumulative from 2nd Nov to 22nd March (figure updated on 3rd June for appeals)

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).

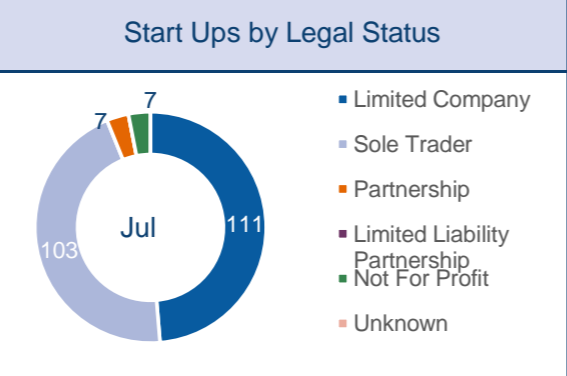
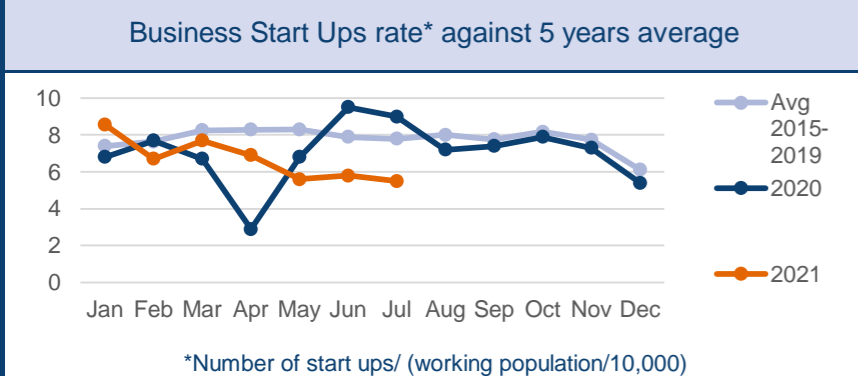
Number of applications	8,029
Number of grants awarded	11,420
Value of grants awarded	£37,225,400
Number of applications rejected or referred	2,903
In progress	0



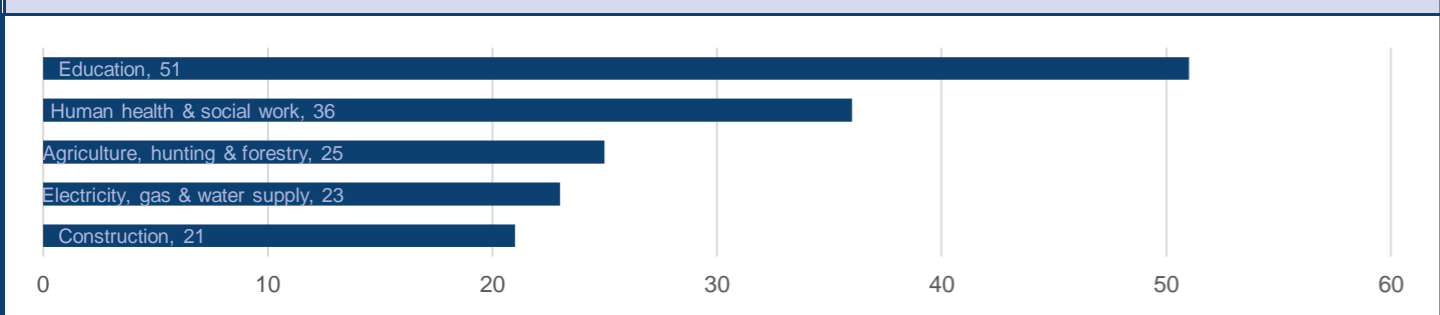
The Temporary Business Closure Grant is eligible for areas in Tier 2 to 4, while the Business Restriction Funds is eligible for Tiers 0 to 3. More than one payment/ grant can be awarded per application.

Business Start-ups in Edinburgh

New Start Ups Jul 2021	Difference vs Jun 2020	Number of Start Ups by month
200	-13 ▼	
Number of new Start Ups (YTD)	Difference vs last year	
1,713	352 ▲	



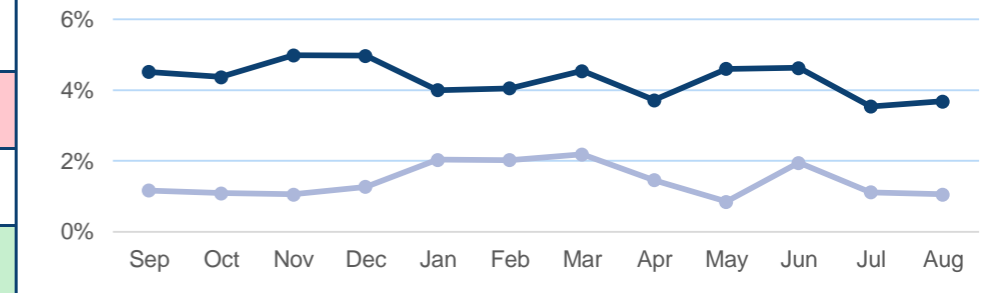
Start Ups by Industry (Top 5)



Resources

HR - Councilwide absence

Sickness absence in Aug 2021	vs last month	0.14%	▲
3.7%			
Covid-19* absence in Aug 2021	vs last month	-0.07%	▼
1.1%			



*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

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Policy and Sustainability Committee

10.00am, Tuesday 5 October 2021

Our Future Work Strategy

Item Number	
Executive/Routine	Executive
Wards	All
Council Commitments	

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Approves the proposed Our Future Work Strategy, delegating authority to the Executive Director of Corporate Services to make any final adjustments to the strategy, particularly in respect of presentation and the inclusion of further case studies, prior to publication.
- 1.3 Notes that the scope of the strategy is to set out a vision and approach to flexible and hybrid working for the Council in the future, alongside a proposal for three trials of new ways of working in Waverley Court, City Chambers and a locality.
- 1.2 Note that the content of the strategy reflects engagement with both employees and elected members over the past 18 months.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Gillie Severin, Head of Strategic Change and Delivery,
Strategic Change and Delivery Team, Corporate Services Directorate
E-mail: Gillie.Severin@edinburgh.gov.uk

Our Future Work Strategy

2. Executive Summary

- 2.1 The City of Edinburgh Council put in place measures in March 2020 to ensure that, where feasible, colleagues could continue to deliver their roles whilst working remotely. The pandemic is now at a stage when the Council can start considering options for learn the lessons from these changes to working practices and what that may mean for the future use of our operational estate, aligned to other Council strategies. This report sets out details of the work undertaken to date, including the proposed Our Future Work Strategy for consideration by the Policy and Sustainability Committee.
- 2.2 Whilst working during the Covid-19 pandemic has been and continues to be challenging for all parts of the Council, it has provided us with the opportunity to review and reflect upon the way our services work and to commence a discussion about how we could change for the future with different groups of Council employees. This consideration includes the ability for more employees to work remotely or from home, utilising technology more effectively.
- 2.3 The proposed strategy for Committee has been developed following engagement with both Council employees and Elected Members. The programme team has also worked with the sustainability team and 20-minute neighbourhood team to ensure this work is wholly aligned.
- 2.4 The proposed strategy does not seek to present a comprehensive, detailed plan for the coming months. Rather, it provides Council employees with confirmation that their views have been heard and that positive steps are being taken to trial new ways of working for the longer term.

3. Background

Covid-19 has changes how we want to work

- 3.1 Insight from 6,400 employees across the Council was gathered through two surveys in April 2020 and November 2020. The key conclusions included:
- 3.1.1 The pandemic has enhanced the Council's sense of collective purpose and highlighted how important our services are to Edinburgh and its citizens. The video messages from senior leaders during this period have been welcomed and considered to be much more engaging and personal than written messages.
 - 3.1.2 Colleagues have little appetite for returning to working exactly as we did before the pandemic. Almost all employees have said they'd like to retain a more flexible approach to work in the future.
 - 3.1.3 For building-based teams, any future solution should recognise the different needs of employees. For example, some will not be able to work at home on a long-term basis, for a range of reasons, and equally others struggle with an office environment. Most employees would like a mixture and on average, employees who are able to work from home would like to do so 70% of the time.
- 3.2 Issues were also raised in the survey feedback about how flexible working could be achieved equitably given that teams may choose to apply different flexible working models to their working days/week. There was also concern expressed around how flexible working could be applied to frontline services. Whilst office-based staff fit much more neatly into a hybrid working model, this is not the case for those teams who need to work fixed hours to deliver a service. However, this does not prevent us from exploring how flexible working could be applied to frontline services. We therefore intend to undertake a series of focus groups where teams will be invited to discuss how greater flexibility in their role could enhance their wellbeing whilst continuing to deliver efficient and effective public services.

4. Main report

Benefits of flexible working

- 4.1 Working more flexibly in a hybrid model has the potential to increase our efficiency and effectiveness. It could mean less travel, enabling colleagues to save time and money and reducing their carbon footprint. Working flexibly also has the potential to support a better work-life balance and open up recruitment to a wider pool of talent of potential employees with the skills and experience we need to deliver critical services.

- 4.2 A key component to getting this right will be making better use of our current technology and investing in new solutions to better enable hybrid meetings. This will take time, so we propose to not rush in changes. Instead, we propose to run a series of pilots in line with the 1 metre social distancing requirements the Council has applied in its operational estate.
- 4.3 The proposed strategy lays out high level details for three trials to explore our new ways of working:
- 4.3.1 Waverley Court: Explore how we can adapt the space to fit our future needs for a working environment where people to come together, collaborate and maintain the necessary human connection and the social aspects of work that are missed by work remotely.
- 4.3.2 City Chambers: Explore how we can adapt the space and use technology to support successful hybrid working model for both our elected members and officers.
- 4.3.3 'Near me': Working with the 20 Minute Neighbourhood Team we are going to trial local 'near me' offices. The concept will be built into the Town Centre Approach and is part of a longer-term plan.
- 4.4 A cross-Council programme team has been established to lead this work and they are in the process of scoping options and developing a business case for each pilot. The intention is for the pilots to run in parallel with our continued engagement workstream and we will continue to review and adapt plans as we deepen our understanding of the future needs of our services and colleagues, alongside current Scottish Government and Public Health Scotland guidance.
- 4.5 The initial focus is proposed to be on the City Chambers and Waverley Court as this will enable both Elected Members and office-based colleagues to trial using the office in a more flexible manner. Teams will be invited in a phased approach to take part in pilots starting with Human Resources, Committee Services and the Corporate Governance Team. As the programme team are able to roll out more changes to Waverley Court, further teams will be invited to participate.
- 4.6 In the meantime, the Our Future Work programme team is developing a toolkit for managers to enable them to begin discussions with teams about how they could work together in a flexible way going forwards and updated Flexible Working operational guidance has already been published for employees. The strategy at Appendix 1 is a key part of the toolkit in that it sets out the future work vision for the organisation.

5. Financial impact

- 5.1 The financial impact of each trial will be developed through the use of a business case approach, working closely with Finance and Digital Services. At this stage, it is expected that the cost of the pilots can be managed from within existing service budgets.

6. Stakeholder/Community Impact

- 6.1 The programme team has been engaging directly with employees and elected members on the development of the strategy, as well as with the joint trade unions.
- 6.2 The longer-term stakeholder/community impact of this strategy will be assessed as part of the three proposed trials.

7. Background reading/external references

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Our Future Work Strategy

Our Future Work

Flexibility, Trust and Empowerment

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Introduction

The impact of coronavirus has changed the way many of us work. Never did we think we could collectively achieve so much while working apart. It has shown us that there are options about how we work, and that technology plays an important role. What was once just theory has now been shown to work well in practice.

We've asked our colleagues how the pandemic has changed how they work and what they want for the future. The response was resoundingly 'flexibility' underpinned with an ask for more trust and empowerment.

This strategy sets out a way forward for adopting and facilitating a new approach to how, where and when colleagues work, where roles allow. In an organisation as large as ours, doing this properly will take time and, as shown in our case studies, working flexibly will be different depending on where you work. We're much clearer about what flexible working means for our office-based colleagues who, over the coming months, will be encouraged to start using our buildings again and move to hybrid working.

To ensure we've understood what flexible working could mean for front-line colleagues we'll be running focus groups. In these focus groups we'll be trying to identify changes we could make now to enable frontline colleagues to also work more flexibly. We already have examples of this as shown in case study one.

The strategy therefore sets out the changes we can make now, along with our longer-term ambitions. Most importantly, the strategy looks at the type of culture and behaviours we need to develop to ensure a flexible model works for everyone. It builds on the values and behaviours we've demonstrated during the pandemic, such as trust and collaboration. As we start to think about flexible and hybrid working, we must remember that the experiences of our 18,500 colleagues have been, and will be, very different. For some, home or remote working has been positive in that it has enabled them to find a greater balance between home and work life. Whereas for others it has been more challenging to find a suitable space to work, or it has negatively impacted on their wellbeing and led to periods of isolation. More than ever, we need to find a way to balance the needs of the different services and expectations of our colleagues. For example, the work expectations of a 'baby boomer' are very different to those of a 'millennial'. We need to work together to balance these differences in our workforce.

This is why taking a flexible approach to how we work in the future is key to achieving a sustainably high performing council. We want to support different lifestyles and wellbeing needs while maintaining high quality services for the people of Edinburgh.

Our Vision

The workplaces of the future will be environments designed, built and adapted to drive the Council forward with a shared sense of purpose within a culture of collaboration aiming to improve outcomes for local people.

Our approach to hybrid working sets out to achieve more dynamic work settings and effective ways of working. We hope this will improve performance, knowledge sharing and autonomy leading to greater employee satisfaction and improved service delivery.

Case study one: working flexibly in the cluster assessment and care management teams

Assessment and care management colleagues have been working remotely from home since March 2020 and have all been given laptops, iPhones, Personal Protective Equipment and lateral flow tests. They use MS Teams to meet each other and their managers regularly. They've created specific channels on MS Teams to share information and request assistance throughout the day. Where possible they meet service users, their families and other professionals on MS Teams.

Locality offices are now used as touch down space between visits or for welfare breaks. Colleagues who work on a shift basis can pre-book a desk before they go into the office if needed. They have regular Display Screen Equipment (DSE) risk assessments for home working and support is offered with equipment, if required e.g. adjustable office chairs. Everyone is encouraged and supported to look after their wellbeing.

Chapter one: why now is the right time for flexible working

There are seven drivers which guide this work:

1. **Feedback and learning from the past 18 months:** There's little appetite for returning to work exactly as we did before the pandemic. Of the colleagues who completed our November 2020 survey, almost everyone said they'd like to retain a more flexible approach to work in the future. Colleagues who are buildings-based showed a desire to retain a hybrid model of working from a mix of locations – for example home, or other permitted locations, and a Council workplace. On average, colleagues who can work from home would like to do so 70% of the time.
2. **We need to be a modern, attractive workplace:** All organisations are now considering their approach and hybrid working is likely to become common place across many sectors. For the Council to continue to remain competitive and to attract and retain the best talent from Scotland and beyond, we need to offer modern working practices. In doing so we can also widen the talent pool available to us.

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I've benefitted from working from home and feel I now have a better work-life balance. However, I still have a lot of meetings every day, and it can be quite tiring. I welcome being able to spread my time at home and in-office, but I do need to get out and about to visit colleagues working in our frontline services. So I plan to spend two days at home and three in the office or out and about.

I encourage all colleagues to embrace this new way of working and focus on their health and wellbeing. Our Future Work is a real step-change for our organisation, and together we can create a better working environment for everyone.

Andrew Kerr, Chief Executive

3. **Sustainability:** It's not yet clear whether home working has reduced carbon emissions, however the collective impact of colleagues working locally and not using transport is recognised. By changing our work practices, we have the potential to make a significant contribution to the Edinburgh 2030 carbon net zero target and show leadership to other organisations.
4. **Culture:** In our People Strategy we committed to supporting colleague wellbeing through enabling a healthy work-life balance. We have an opportunity like never before to achieve this.
5. **Collaboration:** Using our buildings differently creates more opportunity to share them with other bodies from the voluntary, public and private sectors. This can only support improved collaboration and the way in which we work together for communities. In time there are likely be financial benefits in addition to the creation of spaces for collaboration and partnership working.
6. **20-Minute Neighbourhood:** Our 20-Minute Neighbourhood strategy commits us to trialling new ways of working, including delivering our services closer to communities and enabling colleagues to work closer to home.
7. **Our Buildings:** As set out in the 20-Minute Neighbourhood strategy, better management and use of our buildings across the city will help us to deliver our ambitions to reduce carbon emissions. This is also about creating spaces where colleagues want to work.

Case study two: wellbeing phone calls

Since April 2020, the Health and Social Care Partnership has made over 46,000 calls using Assistive Technology Enabled Care 24 service (ATEC24). This new approach meant we could check on individuals' wellbeing, provide companionship and offer advice and support on coping with lockdown. Of those participating in a service user satisfaction survey, 96% felt the wellbeing phone calls during the pandemic had been helpful and enabled them to feel well-supported.

We also made wellbeing calls to 457 people identified with dementia who prior to the pandemic were not receiving formal service involvement. These calls enabled a focus on wellbeing, including food/medication/shopping checks, daily living activities, general wellbeing and carer support, with advice and onward referrals provided as required.

Chapter two: building blocks

Embedding a flexible working model

We'll support colleagues and teams to agree how they want to work together, the frequency that they need to meet face to face and the type of office space they need. For example, some teams will want to come together to collaborate for some activities but may also prefer to work from home or local offices for the majority of the time. It may be the case that even more roles could become permanent home working roles.

In the discussion with teams, managers will want to think about the types of roles they deliver. Broadly these can be broken down into four categories:

- Mobile Working: roles which by their nature require colleagues to be out and about to deliver services;
- Hybrid Working: roles which can be undertaken from a mixture of locations including home or other locations on the Council estate;
- Home Working: roles which are contractually home based; and,
- Building Based Working: roles which need to be based in a Council workplace

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Case study three: hybrid working in practice

Simone spends two days a week working in the office. She then spends the other three days working from home or in a local coworking space. This enables Simone to have dedicated time working on reports in a quiet environment.

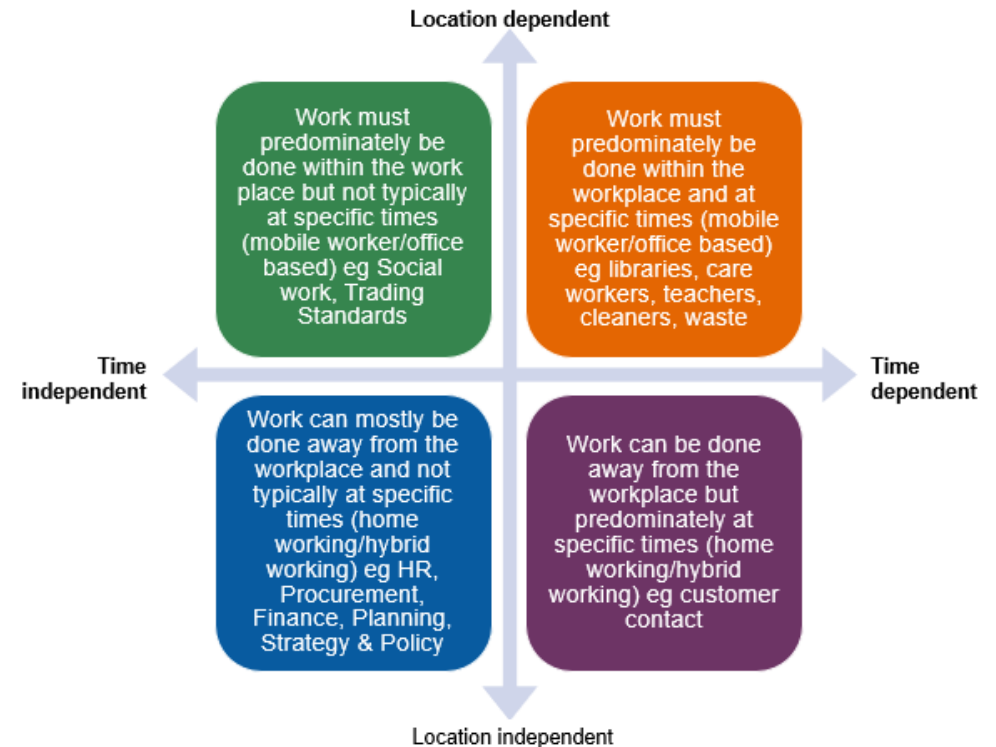
Working this way has also improved Simone's wellbeing as she is able to collect her children from after school club early on the days she is not in the office because she does not have commuting time.

Mindset

Making the leap to flexible working can be hard but that doesn't mean we should shy away from exploring this and just revert to how our working lives were pre-coronavirus. We want to engage and support managers and teams to decide what's best for them. The answer will be different for each team depending on

preferences and delivery requirements. We'll provide frequently asked questions (FAQs) and a toolkit to support discussion over the coming months. We need to challenge ourselves at each step along the way to ensure we're striving to achieve excellence in service delivery while also improving the work-life balance for colleagues.

Here is a helpful tool for managers to use with their teams:



I don't work in a building or at a desk. Does Our Future Work apply to me?

We have many different roles in the Council. Some colleagues were previously buildings based, whereas others needed to move around the city. As part of this strategy, we want to explore opportunities to apply the principles of Our Future Work to those services that aren't building, or desk based.

While recognising that some roles are more fixed in nature, we want to work with colleagues to hear ideas on how and where flexibility could be introduced to help improve work-life balance and support wellbeing for all. You'll be invited to complete our survey or take part in a focus group to share your views about what flexible working could mean for you and your role.

“Commuting for over two hours was previously part of my working day. While I did sometimes work from home, it was never regularly. However, since we've all had to change how we work, I've had a much better work-life balance. As a result, I now plan to continue working from home three days a week, where I will use the time to focus on specific issues.

I can also use this extra time to exercise at the end of the day rather than having a long commute. It helps my physical and mental wellbeing, and it's essential we all take the time to focus on ourselves.

Jackie Irvine, Chief Social Work Officer, Service Director of Children's and Criminal Justice Services

“Being able to work flexibly allows me to balance different parts of my role. My personal plan for the future is to be in a work location each week for three days with two days from home.

I recognise that this might need to flex depending upon my commitments, from time to time, but I also think role modelling flexible working is not only good for me, it will hopefully help others feel able to make that shift.

Dr Stephen Moir, Executive Director of Corporate Services



Chapter three: hybrid working, a closer look

Does hybrid work change how I work?

Hybrid working does not change the support that we can expect. Colleagues will have the same access to work, and opportunities for learning, development and progression. No one should miss out on anything because of where they work. While we all have a role to play in creating a positive work culture, the role of line managers remains especially important in ensuring everyone works together collaboratively.

What do teams need to think about when moving to hybrid working?

What works for one person, won't necessarily work for everyone. It's important that teams discuss a work pattern that works for everyone. When having these discussions, managers will need to explore:

- Page 758.
- The needs of the service and how this drives work patterns. In particular, if a service user or stakeholder expects meetings or work to be done at specific times.
 - How to welcome and induct new colleagues to the organisation and ensure they develop and build a network.
 - Whether a task needs to be carried out in the workplace or at home.
 - How the team communicates, works together and ensures everyone is included. 'Out of sight' must not mean, 'out of mind'.
 - Any health and safety concerns that need to be addressed.
 - The frequency that teams should meet in person and whether there are core times that everyone needs to be available.
 - How to ensure everyone takes a break from their screen or work on a regular basis.

How will technology support hybrid working?

We're at the start of our journey on exploring hybrid working and know that we'll need to continue to evolve as we learn best practice. However, we have already made huge progress as an organisation over the past 18 months.

We'll need to optimise our technology in rooms to ensure we can smoothly hold meetings where some attendees are dialing in. Investment in technology will be our key to supporting our future way of work. As part of our plans we'll look at the

right technology to support working in our buildings, working remotely and working in a hybrid way.

Our audio-visual equipment will be required to connect colleagues and other stakeholders in both remote and hybrid settings. We will also need to look at meeting etiquette in a hybrid setting.

Case study four: future vision for hybrid working

I start my day at home by having breakfast with my children and I then walk them to school. On my way home I buy a coffee and speak to a colleague about preparing for a meeting later in the week. It's also an informal chance to check in with each other. I then spend a couple of hours working on my report at home and managing my inbox.

In the afternoon I walk to my local office where I've arranged to meet colleagues for a workshop. The hub has been set up with other public sector partners and it's a great place to network and share ideas. I've used a phone app to book a space for five people so we can run a workshop. Two members of the team needs to join us virtually, so I've booked a space with a visual screen to dial them in. Before starting the meeting, everyone familiarises themselves with meeting etiquette which is especially important when there are virtual and in person attendees. The technology works and we have a productive session.

I then head home and have my 1:1 with my manager virtually and then finish my working day. My partner collects the children as they have a different flexible working pattern to me.

Combatting virtual fatigue

Not commuting to and from work, coupled with going from meeting to meeting without a break can be really hard both mentally and physically. While meeting virtually is a good use of time, the lack of physical connection or opportunity to move between meeting rooms means there is no chance to decompress or chat informally.

We need to redefine our home working culture to rediscover these moments again. In effect, we need to recreate time away from the screen.

Practical changes that teams could make could include:

- Ensuring meetings end at a time that will allow colleagues to have a break before the next meeting.
- Encouraging everyone to set their MS Outlook so that meetings start at 5 minutes past the hour and end at ten minutes to the hour.
- Ensuring everyone has the right type of homeworking space and, if this is not possible, agreeing they can return to building based working.
- Using daily connect and finish meetings could help structure work and ensure nobody gets into a habit of working long hours.
- Keeping virtual coffee breaks and holding time in diaries for fresh air and exercise.
- Setting up wellbeing groups or buddy systems for new starters.
- Encouraging face-to-face meetings near you and your colleagues' homes.

“The last 18 months have undoubtedly bought challenges for us all, but equally it's paved the way for us to think differently about how and where we work. Our expectations and needs have changed. Consistently colleagues have fed back that they want to be more empowered and trusted – what a great opportunity we have to respond to this and try different ways of working. Let's move where we focus on what colleagues have delivered and not the hours they've spent in the office.”

**Katy Miller, Service Director:
Human Resources**

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Chapter Four: trialing different ways of working

Supporting flexible working, whether digitally or in our buildings, will require investment over a number of years. Any change we make needs to be led by colleague feedback so we're not rushing into immediate changes. Instead, we'll take an agile approach and trial different ways of working across our operational estate. Working in an agile way means we test and evolve plans as we go, based upon feedback.

Our workplace of the future needs to provide spaces where people can come together to interact and connect. We'll need spaces that enable quiet working and rooms that allow for confidentiality. We'll also need space that embraces current and new technology and allows us to connect with our citizens and services users, as well as people working from different locations. Most importantly, the spaces we create must support the mentoring of our new employees or those who are just starting out in their careers. We must ensure new and positive relationships continue to be forged as we embrace a different way of working.

We want to start this journey by investing in three trials that, if successful, could see us make these changes permanent.

Waverley Court

Waverley Court sits in the centre of Edinburgh with excellent transport connections. We'll always want to use this space to come together, collaborate or meet with partner organisations. The changes we make need to support social connection and the other aspects of work we miss. This could include:

- team tables and collaboration rooms to support delivery
- quiet rooms to provide people with space to support thinking and report writing
- individual rooms where colleagues can take confidential calls or have a private meeting with others
- secure environments provided for tasks covered by legislation which require privacy
- space to relax
- space to log into a laptop or contact digital services for support
- space for mentoring and development.

Getting this right will require technology that includes everything from keeping colleagues safe within buildings to apps to book space in buildings and systems which allow up to invite others to attend meetings virtually.

City Chambers

Sitting over ten floors in a grade A Listed Building, the City Chambers is the civic and democratic heart of the Council and is where our elected members are normally based. The chambers are also occupied by a variety of Council services and partners, including social work, registration services and the resilience centre. Additionally, there is a customer hub and several spaces which support numerous civic and public events, including weddings and civil partnership ceremonies.

There are various spaces in the City Chambers that lend themselves to supporting hybrid working. We propose to better use some of the agile space we already have, such as the business centre, and we will create four hybrid meeting rooms with audio visual capabilities for elected members and officers to trial.

Case study five: waste and services technical team

At the start of Covid-19 we knew that we had to work differently. In particular, we changed our working hours so that we could balance out our roles with caring responsibilities.

We didn't ask colleagues to submit time sheets, instead we worked on the basis of trust. Walking meetings have become part of our culture and a great way to step away from the screen. Some teams' meetings have been held in parks, which helps new starts get to know their new colleagues.

However, we've also found that MS Teams has helped us to have really productive meetings which are more efficient and focused. For our new starters we have also arranged a virtual meeting with the manager of the Technical Team to welcome them to the Service. Going forwards we'll want to maintain this balance of using available technology but also holding face to face meeting locally.

Local 'near me' offices

The 20-Minute Neighborhood Strategy sets out a vision for local areas. This includes enabling people to work locally to reduce the need for commuting. In turn this will also have positive benefits on local economies and reduce traffic congestion. There are three key reasons why now is the right time to make this change:

- investing in local working and 20-Minute Neighbourhoods will contribute to reducing local emissions which is essential if we're to deliver our target to be a net-zero city by 2030;
- supporting local economies and businesses who can provide for the daily needs of communities but also create employment opportunities; and,
- future opportunities to share the space with partners and third-party organisations.

“ We started flexible working in response to the unprecedented circumstances of the pandemic and teams across Edinburgh have done amazing things to support the most vulnerable while working agilely and flexibly. It's great that we can now extend that flexibility in how we work into the future. We've been listening to what colleagues have said over the past 18 months and the strategy reflects that. I'm now planning a split between being building based when we need to be and working from home.

**Judith Proctor, Chief Officer of the
Edinburgh Health
and Social Care Partnership** ”

Timelines

The trials will run in parallel with our engagement workstream and we will continue to review and adapt our plans as we develop our understanding of the future needs of our services and colleagues, alongside current public health guidance.

A cross-council project team is working on plans for a phased approach. The initial focus will be City Chambers and Waverley Court. From October, teams will be invited to participate in trials on a gradual basis starting with Human Resources, Committee Services and the Corporate Governance Team. As we're able to rollout more changes in Waverley Court, we will invite more teams to start using the space in the coming months.

In the meantime, a toolkit will be provided to all managers to support them to have discussions with their teams about how they would like to use flexible working going forwards.

The local offices trial is a longer-term plan that will be developed in line with the town centre strand of the 20-Minute Neighbourhood strategy.



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Policy and Sustainability Committee

10.00am, Tuesday, 5 October 2021

Diversity and Inclusion Strategy Update

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 The Policy and Sustainability Committee is recommended to note the progress being made in relation to the Diversity and Inclusion Strategy and Action Plan, for the Council as an employer, since it was approved on 1 October 2019.

Stephen S. Moir

Executive Director of Corporate Services

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Human Resources Division, Corporate Services Directorate

E-mail: katy.miller@edinburgh.gov.uk Tel: 0131 469 5522

Diversity and Inclusion Strategy Update

2. Executive Summary

- 2.1 This report provides an update on the progress made with the Diversity and Inclusion Strategy and Action Plan, for the Council as an employer, first approved by this Committee on 1 October 2019.
- 2.2 Key achievements since the last progress report to Committee includes:
- Steady progress evidenced through a second benchmarking exercise using the Employers Network for Equalities and Inclusion TIDE benchmarking tool;
 - Robust equalities data set from job applicant stage through employment and aligned to Scottish Government equalities data allowing national and inter-authority comparisons;
 - In addition to gender pay gap reporting, race and disability pay gap reporting for the first time providing a benchmark for future years and a starting point to review areas for improvement;
 - Offering a wide range of learning opportunities for employees and managers including anti-racist practice, cultural awareness and inclusive leadership as well as opportunities to attend immersive sessions with our selected provider, Human Library, to examine personal bias, both conscious and unconscious; and,
 - Reviewing existing policy and practice to refocus on 'Protecting colleagues in the workplace'.

3. Background

- 3.1 The Diversity and Inclusion Strategy and action plan were approved by this Committee on 1 October 2019 and an update on progress provided on 6th October 2020.
- 3.2 The strategy and action plan were developed by a focus group which has representation from elected members, trade unions and our colleague networks. This focus group continues to oversee the direction of the work in relation to diversity and inclusion and provide a steer in terms of ongoing priorities for us as a Council.

3.3 The strategy and action plan were reviewed by the Employers Network for Equalities and Inclusion (ENEI) and incorporate best practice advice and ideas from other external organisations such as Close the Gap, CoSLA, CEMVO (Council of Ethnic Minority Voluntary) and other local authorities.

4. Main report

4.1 Our Diversity and Inclusion Strategy sets out our commitment as an employer to develop a truly inclusive culture and workplace; one which recognises and values the contribution that a diverse workforce makes. The action plan associated with the strategy has three strategic themes which inform the focus of our work. Each year, our priority areas for action will form the ‘building blocks’ within the themes that will help us create the diverse and inclusive workplace we aspire to.

4.3 The strategic themes and building blocks for 2020-2021 are shown below, along with progress against each theme.

Strategic Themes	Developing our understanding	Building an inclusive culture	Attracting and retaining a diverse workforce
Building Blocks	Review and refresh our L&D programme to strengthen our focus on equalities.	Engagement and collaboration with key partners to help us identify areas for improvement.	Consolidate and analyse recruitment data. Report outputs and target action.
	Campaign to raise awareness and increase rates of equalities data collection	Continue to promote and raise awareness of equalities issues. Focus on leadership and managers.	Become an employer of choice for under-represented groups.
Ensure we meet our Equal Pay commitments			

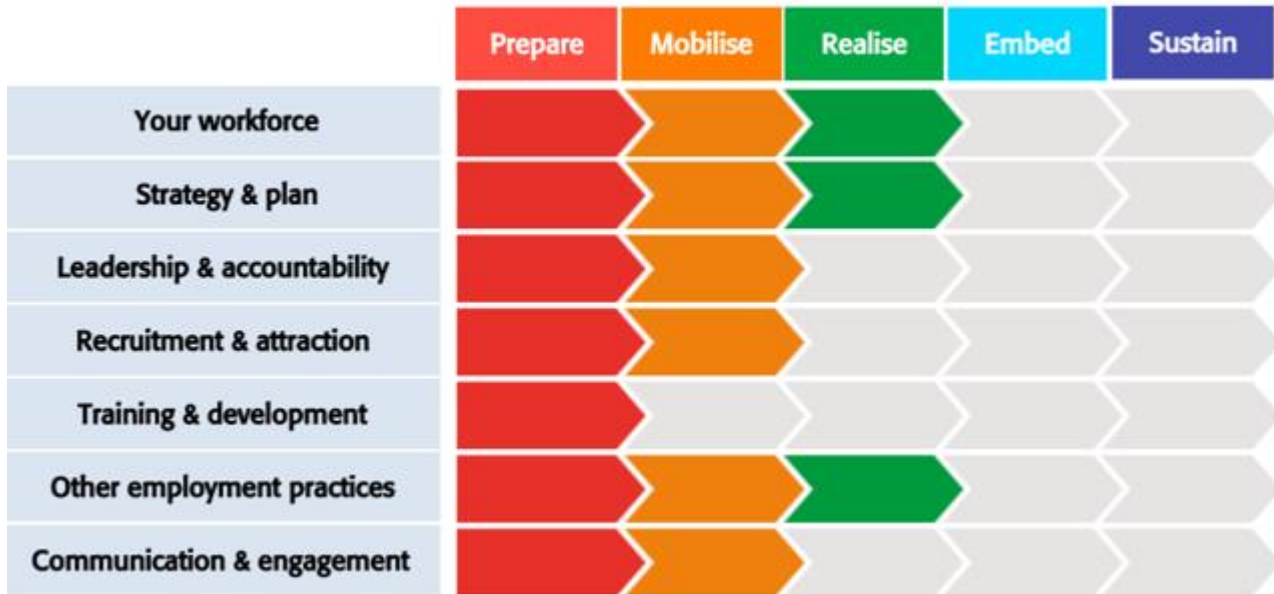
Developing our understanding

4.4 For the second time we have used the ENEI benchmarking tool, TIDE (Talent, Inclusion and Diversity Evaluation), to measure our progress against seven internally focussed areas: *your workforce; strategy and plan; leadership and accountability; attraction and recruitment; training and development; other employment practices; and communications and engagement*;. This is an online platform which provides a self-assessment tool onto which evidence is uploaded to support responses.

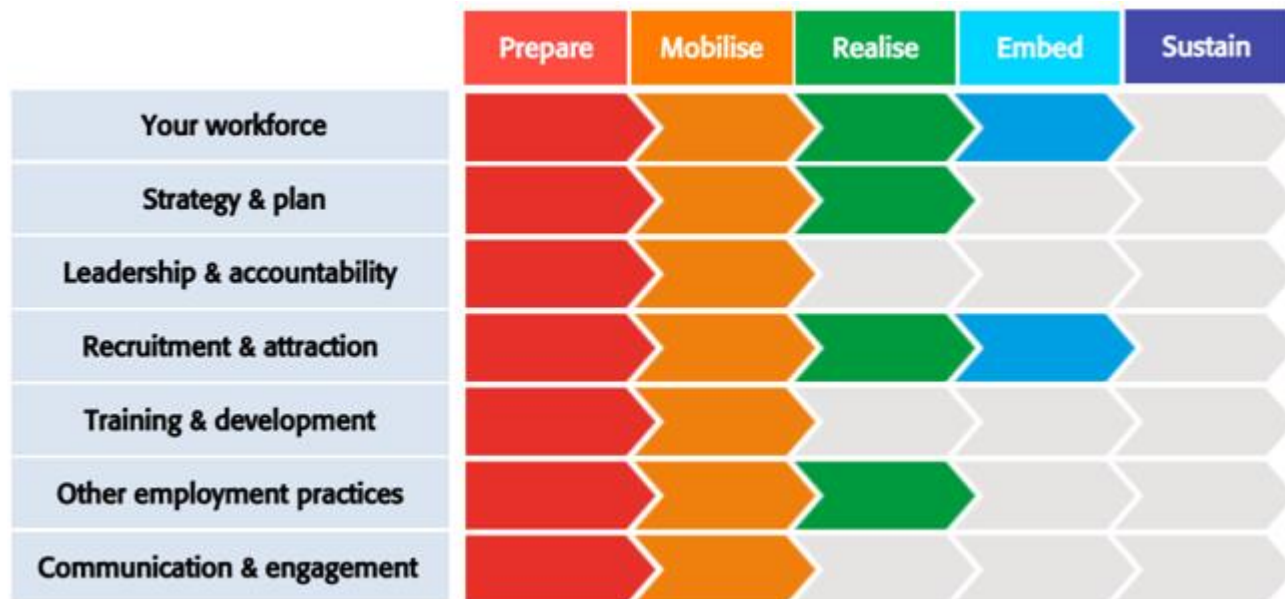
4.5 We have made significant progress in three areas, moving forward in status from ‘realise’ to ‘embed’ in relation to *your workforce* and *recruitment and attraction*, and from ‘prepare’ to ‘mobilise’ in terms of our *training and development*. Although we have maintained our status position in the other areas, ENEI recognise that we have, in percentage terms, progressed in an additional three of the remaining four areas.

4.6 To date we have prioritised actions which will positively impact colleagues within the Council or those joining the Council, however, the ENEI benchmarking tool also allows us the opportunity to assess our approach to procurement. We plan to work with Commercial and Procurement Services colleagues over the next 12 months and will benchmark ourselves against this theme in 2022.

2020 TIDE results



2021 TIDE results



- 4.7 One of our key priorities is to develop a greater understanding of the equalities profile of our workforce. A campaign to raise awareness about the importance of colleagues disclosing their diversity information commenced in November 2020 and will continue for a period of approximately 18 months, with the next focus of attention our colleagues in school settings.
- 4.8 We now use the same data set that the Scottish Government will use to collect equalities data for the Scottish Census. We have also secured agreement via CoSLA that Talentlink, the national recruitment portal for local authorities, will also use this data set. This will enable us to gain more robust insight around the recruitment process for candidates and colleagues who share a protected characteristic.

- 4.9 From 1st April 2021 all potential candidates are strongly encouraged to complete the equalities data questions as part of the recruitment process, being offered the option to answer 'prefer not to say' for each question. In this way, for the first time we have a complete picture of who we are attracting for posts, from a diversity perspective.
- 4.10 We can see from the changes to the data we hold that there is positive movement on non-disclosure rates of up to almost 7% (differing across data sets) which is encouraging. This figure does not reflect when colleagues have checked their data but made no material changes to the data we hold – only showing new or additional information.
- 4.11 We continue to have circa 5000 colleagues with no access to myHR, our HR system, which means they are unable to update their details personally. We have offered these colleagues alternative options to amend their details however the uptake has been low. We are also aware that numbers of colleagues in schools do not regularly use myHR as they work sessional hours. Part of our campaign to encourage people to update their details will target these colleagues specifically.
- 4.12 For the first time, we are gathering information about whether our colleagues have carer commitments and now know the carer status of 6.9% of colleagues. Understanding what the picture looks like for the carer population of our workforce may help to inform future policies around flexible working, special leave arrangements and other measures to support colleagues with work-life balance.
- 4.13 Our prejudice-based incident reporting system remains in place but reporting rates are low. Further activity is planned to ensure that colleagues are aware of the system and are encouraged and supported to speak up about unacceptable behaviour. Colleagues in the BAME Network are producing a short video for circulation as part of this awareness-raising activity.
- 4.14 For the first time, we've expanded our pay gap reporting to include pay gap analysis for additional protected characteristics including disability (and long-term health conditions) and race/ethnicity
- The race/ethnicity pay gap is currently 14.1% (based on current data held for 83% of all colleagues)
 - The disability pay gap is currently 7.0% (based on current data held for 80% of all colleagues)
- 4.15 We commit to expand the scope of this analysis to develop a more detailed understanding of what drives these pay gaps in relation to observations in the 2021 reporting, e.g. establishing what drives a higher disability pay gap for the Teaching population and differences between different ethnic minority groups.
- 4.16 We commit to ongoing regular analysis to understand changes to gaps as they happen. In the coming year, and as we enter a phase of organisational change and review, we will work to ensure pay gap analysis is embedded into the change impact assessment process.

Building an inclusive culture

- 4.17 We've been working (and will continue to work) in partnership with diversity and inclusion specialists including the Council of Ethnic Minority Voluntary Sector Organisations and Coalition for Racial Equality and Rights to review our approach to recruitment, attraction, data analysis and professional development. The insight we gain through data analysis will inform future actions to support the development of a more inclusive workplace.
- 4.18 The following networks are established and helping to shape the agenda for diversity and inclusion through membership of the focus group and a range of other initiatives, examples of which are given below:
- Network engagement for women's support;
 - SPARC network – supporting people's abilities regardless of circumstance;
 - Black, Asian and Minority Ethnic network;
 - Black and Minority Ethnic equality workers forum;
 - STRIDE network – LGBT+; and,
 - Sustainability network.
- 4.19 Our SPARC network for colleagues who consider themselves to have a disability or long-term health condition has produced advice for managers to help them take a supportive approach with people who have disabilities and long-term health conditions. The aim is to improve relationships, helping managers feel more confident approaching often unfamiliar or difficult subject matter.
- 4.20 Our BAME Network has surveyed its membership to gather information about real-life workplace experiences. This data will help to inform our approach to anti-racist practice, challenge bias in all its forms and provide better support to colleagues.
- 4.21 Guest speakers have attended network sessions, including the women's network and both BAME networks, to share their knowledge and experience of how best to promote the interests of key groups in the workplace.
- 4.22 We continue to use our inclusion calendar to highlight key dates of interest to communities who share a protected characteristic and the newly formed colleague networks are now taking a more active role in this activity.
- 4.23 We've secured a provider to offer a suite of on-line learning opportunities for up to 600 colleagues including:
- Anti-Racist practice;
 - Cultural Awareness;
 - Inclusive Leadership;
 - Introduction to EDI;
 - Inclusive Recruitment;
 - Inclusive Language;
 - Inclusive Communications;
 - Disability Awareness; and,
 - Trans Awareness.

- 4.24 We are offering 200 people managers the opportunity to focus on how they challenge and address their unconscious bias and support those in their teams to do the same by attending sessions hosted by the Human Library. At Human Library sessions, 'readers' hear from living 'books' about their experience as an individual with a protected characteristic or other attribute which may make them subject to prejudice-based behaviour.
- 4.25 We are developing a bespoke e-learning opportunity for all colleagues and new starts to set out our expectations around culture, attitudes and behaviour.
- 4.26 Guidance for managers supporting colleagues who are transitioning in the workplace has been developed and published.
- 4.27 Our SPARC network has surveyed their members to gather feedback on their experiences of working through the pandemic, both positive and negative. This information will be used to inform possible new ways of working to best support colleagues with diverse needs.

Attracting and retaining a diverse workforce

- 4.28 We've revamped our external 'Work for Us' webpage and our City of Edinburgh Council page on myjobScotland to use more inclusive language and to underline our commitment to attracting and retaining a diverse workforce.
- 4.29 We're developing a suite of recruitment videos featuring a diverse range of colleagues talking about the benefits of working for the Council to help attract a more diverse pool of candidates.
- 4.30 We've piloted unconscious bias training for colleagues and recruiting managers to raise awareness of bias and the impact that has on decision-making, particularly in a recruitment context. We're re-enforcing anti-racist practice to targeted teams and will provide a range of equalities, diversity and rights learning options to all colleagues across this year.
- 4.31 We're working with the Scottish Government, other local authorities and public sector organisations to target black and minority ethnic candidates for posts to seek to increase the applications and, ultimately increase our workforce representation.
- 4.32 We've reviewing our Violence at Work Policy and Toolkit and produced a 'Protecting Colleagues in the Workplace' policy and user guide. The new document has greater focus on the individual worker, risk assessment and what steps to take in response to an incident. It's anticipated that this Policy will be considered at Policy and Sustainability Committee in October 2020.
- 4.33 We're reviewing our recruitment policy and practice in line with the Scottish Government Minority Ethnic Recruitment Toolkit. Our aim is to attract more candidates from minority ethnic backgrounds to apply for positions within the Council; it will also help us identify and address any systems and structures in place that might pose a barrier to those from minority ethnic backgrounds.
- 4.34 We'll examine our recruitment process in detail to determine whether the process itself may have embedded practice or assumptions that could lead to unintended bias on the part of recruiting managers and inadvertently favour candidates from a non-

minority ethnic background. We'll engage with our colleague networks to inform this review.

- 4.35 We're piloting positive action measures in recruitment as a means of increasing the diversity of the teaching, youth work and early years workforce. These measures include diverse shortlists, diverse recruitment panels and the use of a 'tiebreak' to decide in favour of a stated protected characteristic between candidates with equivalent experience and performance at interview.
- 4.36 We're engaging with our colleague networks to seek the 'lived experience' of colleagues who have had adverse experiences in the workplace. The information we gather will be used to inform our approach to supporting and protecting colleagues in the workplace and will help our managers to provide the best possible support to colleagues delivering services across the city. For example, feedback gathered from colleagues with a long-term health condition or disability around the recruitment process will help us to develop a more inclusive approach to attraction and recruitment, as well as retaining more colleagues from diverse backgrounds.

5. Next Steps

- 5.1 We will continue to use the three strategic themes of: developing our understanding; building an inclusive culture and; attracting and retaining a diverse workforce to direct the work of the action plan for 2021-2022.
- 5.2 The focus group comprising elected members, trade unions, network colleagues and officers will continue to meet to support the implementation of the Diversity and Inclusion Strategy and Action Plan.
- 5.3 Further work will continue over the next 12 months to embed the good work to date and to develop stronger relationships with our partners to put us in the best possible position to achieve our aims of a truly inclusive workplace culture.

6. Financial Impact

- 6.1 The budgetary implications of this strategy are contained within the Human Resources Divisional Budget and the Corporate Learning and Development Budget. In addition, Council approved an additional one-off investment of £100k to accelerate diversity and inclusion in the workplace related learning and development activities.

7. Stakeholder/Community Impact

- 7.1 The Diversity and Inclusion Strategy and Action Plan was developed in collaboration with elected members, trade unions, colleague networks and other council officers.
- 7.2 The Council also seeks input from external partners such as the ENEI, Close the Gap and CRER, CEMVO, CoSLA as appropriate.

8. Background reading/external references

- 8.1 [Diversity and Inclusion Action Plan 2020-2021](#)

9. Appendices

- 9.1 None

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Policy and Sustainability Committee

10.00am, Tuesday, 5th October 2021

Digital and Smart City Strategy - Update

Executive/routine Wards Council Commitments	Routine All
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1. Recommendations

- 1.1 It is recommended that the Committee reviews the Digital and Smart City Strategy Implementation Plan and notes the progress to date in delivery against the principles of the Strategy.

Stephen S. Moir

Executive Director of Corporate Services

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Report

Digital and Smart City Strategy - Update

2. Executive Summary

- 2.1 The purpose of this report is to provide an update on the Council's Digital and Smart City Strategy and to introduce the Implementation Plan for this.
- 2.2 The report will also provide updates on key programmes being delivered as part of the Strategy.

3. Background

- 3.1 The City of Edinburgh Council's Digital and Smart City Strategy was approved in October 2020 and covers the period 2020-23.
- 3.2 The Digital and Smart City Strategy sets out the City of Edinburgh Council's approach to the sustainable development and delivery of technology to support the Council and enable Edinburgh to become a Smart City and will cover the period 2020-2023.

4. Main report

- 4.1 The Digital and Smart City Strategy describes how we will embrace innovative technical solutions to meet rapidly evolving and changing business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities and demands for joint working with our partners.
- 4.2 The principles within this Strategy provide a framework for how our future technology services will be designed, sourced and delivered enabling us to support new, safe and secure collaborative ways of working.
- 4.3 The Strategy will support the Council in the delivery of the Council's Business Plan and the commitments within this and adopts the principles of the Edinburgh 2050 City Vision.

Digital and Smart City Strategy Implementation Plan

- 4.4 The Implementation Plan focuses on key deliverables of the Strategy. Recognising that our strategic objectives and key deliverables will support the broader aims and goals of the Council, we aim to support this by delivering and providing technologies as key enablers for change and improvement that will transform the way we work and engage with our citizens.
- 4.5 Delivery of these technologies will support the operational and strategic delivery of Council services.
- 4.6 The Implementation Plan can be found at Appendix 1. This will be updated quarterly and reported to the Governance, Risk and Best Value Committee and forms the basis for the annual update on the Digital and Smart City Strategy to this Committee. Key deliverables which are significantly changed, or which will no longer be taken forward, will be added to the table at the end of the plan. There are no deliverables in this category at this point.

Strategic Programme of Work

- 4.7 The Digital Services Strategic Programme of Work presents a portfolio of projects to support the execution of the Council's Digital and Smart City Strategy.
- 4.8 Progress on the work programme will be monitored through GRBV Committee quarterly. A high-level snapshot of the August 2021-22 plan is included in Appendix 2 for reference.

Smart Cities

- 4.9 Our Smart City programme aims to:
- Provide deeper insights about the city and its citizens, driving informed city planning and progressing greener future agenda
 - Streamline business operations - unlocking savings, new revenue and reducing risk.
 - React faster and proactively to city incidents and emergencies, Support closer integration with partner services
 - Lay the foundation for Smart Mobility, Smart Environment, Smart Living and Smart Governance solutions.
- 4.10 Work is now underway to refine the requirements and proposal for the Smart Cities Operations Centre before initiating the delivery and implementation phase of the programme. This work will also encompass the delivery of sensors for Smart Waste and Smart Homes.

Customer Digital Enablement

- 4.11 We are continuing to expand the range of online services offered to citizens through our Customer Relationship Management (CRM) system. Over July work was approved to progress a project to integrate the CRM with our housing and workforce scheduling systems to allow citizens to book housing repair appointments online. Further planning is now underway around the development of a CRM knowledge base, and new webchat / web-bot solutions.

4.12 We have also launched new forms to support garden waste registrations which were open until 1 September 2021. Last year garden waste customers helped us turn over 20,000 tonnes of garden waste into compost, which is used on farms, gardens and greenspaces.

Empowered Learning

4.13 Work began in April 2021 on the delivery of the Empowered Learning solution which will provide every pupil from P6 to S6 with a device and access to devices for all P1 to P5 pupils as well as augmentation of our existing wireless network in schools.

4.14 The work is being carried out in partnership with CGI.

4.15 Benefits of this programme include:

- Equity of access from P6 to S6, ensuring all pupils have personal access to digital learning with their teacher in school or at home
- Effective digital workflow to increase engagement, improve teacher feedback and raise attainment
- A range of powerful accessibility features to improve access to the curriculum for pupils with additional support needs
- Learners can work online simultaneously in a class or collaboratively outside the classroom
- High quality digital applications for productivity and creativity, providing increased personalisation and choice
- Development of learning, thinking and digital literacy skills vital for success in today's rapidly evolving, technological society.

4.16 Network surveys have now been completed for all Primary, Secondary and Special schools identifying the upgrades required to support the new solution.

4.17 The solution itself has been developed and is now being tested before the pilot school implementation in October 2021.

4.18 Communications have taken place with all Head Teacher groups before the summer break, with further communication planned for the new session. Additionally, engagement is planned for both pupils and parents/carers in the coming months.

4.19 Work is progressing on the training programme, Aspire2Be, which will support teachers and support staff involved in the rollout of devices.

Digital Print and Mail

4.20 Over the last year, partly expedited by the Covid 19 pandemic, the Digital Print and Mail programme has delivered against the objective of becoming a paperless Council including:

- My letters' desktop sending of Royal Mail letters using online system.
- Digital Mail assistant – scanning of inbound mail to the Council direct to recipients' e-mail accounts.

- Digital Scanner technology deployed to allow scanning of FOIs and legacy paperwork to digital archives
- Recycled Paper for copiers and envelopes introduced
- Reduced mailing vehicles and physical mail pickups by 80% contributing to carbon reduction targets

4.21 Work continues on this programme, with additional detail and indicative timelines contained within the Implementation Plan in Appendix 1.

5. Next Steps

- 5.1 The Council will continue to develop and maintain the Implementation Plan to accompany this Strategy throughout the lifetime of the document.
- 5.2 Digital Services will continue to work with Services to ensure that technology projects within the Council comply with the principles of the Strategy.

6. Financial impact

- 6.1 The financial implications contained in this report are incorporated in the Council's Digital Services Budget or have been approved through the Council's Business Plan and Budget for 2021/22, for example funding for the Empowered Learning Programme.

7. Stakeholder/Community Impact

- 7.1 Digital Services will work with all Services, stakeholders and partners to ensure that the technology we provide meets the needs of staff, citizens and the Smart City programme.

8. Background reading/external references

- 8.1 [Digital and Smart City Strategy](#)

9. Appendices

- 9.1 Appendix 1 – Digital and Smart City Strategy – Implementation Plan
- 9.2 Appendix 2 – Strategic Programme of Work



DIGITAL AND SMART CITY STRATEGY IMPLEMENTATION PLAN

2020 - 2023

The Digital and Smart City Strategy Implementation Plan focuses on a number of key deliverables. We recognise that our strategic objectives and key deliverables will support the broader aims and goals of the Council. We aim to support this by delivering and providing technologies as key enablers for change and improvement that will transform the way we work and engage with our citizens. Delivery of these technologies will support in the operational and strategic delivery of Council services.

We will maximise the potential of digital technologies to improve outcomes and services for all our citizens, councillors, colleagues, visitors and businesses. The vision of the Digital and Smart City Strategy will support the goals of the Council's Business Plan and adoption of the principles of the Edinburgh 2050 City Vision.



The deliverables set out in the table(s) below are split across these themes in line with Council goals. We will monitor and report on the key objectives from our strategy under each theme heading, along with the Digital Services Technology Roadmap.

The table below sets out key deliverables and milestone delivery dates from our **Technology Roadmap** and will be updated quarterly.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
Core Technology & Platforms - Cloud Migration Strategy	<ul style="list-style-type: none"> Cloud Migration Strategy adopted 	<ul style="list-style-type: none"> Develop pilot and adoption plan Begin migration pilots 	<ul style="list-style-type: none"> Engage and consult key stakeholders on benefits and opportunities of Cloud adoption 	<ul style="list-style-type: none"> Phase 1 Cloud migration work 	<ul style="list-style-type: none"> Continued Cloud migration work 	<ul style="list-style-type: none"> Review Strategy and update to reflect current technologies, security, and the Council's technology landscape Final moves to Cloud Minimum on premise
Core Technology & Platforms - Maximise Microsoft 365 capabilities		<ul style="list-style-type: none"> Maximise potential of Microsoft365 to support Learning & Teaching operationally, delivery of curriculum, and strengthen wider community links 	<ul style="list-style-type: none"> Exploit the potential of MS Teams for collaboration opportunities Potential to drive innovation further with adoption of additional Microsoft 365 capabilities Explore opportunities to further use Power BI 		<ul style="list-style-type: none"> Maximise potential MS365 for low code for Council-based innovation and development (Digital and power user-based) develop "patterns" for low code use cases 	<ul style="list-style-type: none"> Teams and SharePoint online lifecycle management (BAU)
Core Technology & Platforms - Mobile/Flexible Working	<ul style="list-style-type: none"> Mobile/Flexible UYOD Microsoft app adoption Microsoft 365 Application strategy in planning 		<ul style="list-style-type: none"> VPN review 	<ul style="list-style-type: none"> Review thin client delivery options WVD pilot Mobile Homecare rostering solution for Social Work 	<ul style="list-style-type: none"> Review of solution to support flexible working 	<ul style="list-style-type: none"> New solution in place
Architecture	<ul style="list-style-type: none"> Governance framework developed, agreed, and implemented EA Principles agreed Ongoing design reviews 	<ul style="list-style-type: none"> Application Currency Review (ongoing) MDM migration 	<ul style="list-style-type: none"> Commence application consolidation (combined with Cloud Migration) Smart Cities Shared app database (CGI and the Council) 	<ul style="list-style-type: none"> Data used for modelling services through Business Intelligence project Review & streamline network services 	<ul style="list-style-type: none"> Following delivery of a consolidated application list we will work to produce a standardised toolset of strategic applications 	<ul style="list-style-type: none"> Drive further efficiencies by streamlining application set
Governance	<ul style="list-style-type: none"> ICT technology Acceptable use policy implemented Digital and Smart City Strategy 	<ul style="list-style-type: none"> EADA Change Board Digital Strategy Group Improved departmental Digital Governance e.g. RM's engagement with departmental SLTs 	<ul style="list-style-type: none"> Shadow IT review GIS strategy Review our current Open data provision 	<ul style="list-style-type: none"> Reflect national picture Open Data Strategy 	<ul style="list-style-type: none"> Governance Review 	<ul style="list-style-type: none"> Digital Strategy Review
Innovation	<ul style="list-style-type: none"> Teams unified communications Team collaboration Mobile Device Management re-platform (Intune) Outlook Online self-service password reset 	<ul style="list-style-type: none"> Tele/Health Care Smart Cities 	<ul style="list-style-type: none"> Employee Portal Self Service Power App pilots (commence) 	<ul style="list-style-type: none"> Smart Cities DDI (data driven innovation) Improved mobile connectivity across City 	<ul style="list-style-type: none"> Increased Automation 5G Rollout underway City Public Wireless Review 	<ul style="list-style-type: none"> Continued Innovation
Technology & Infrastructure		<ul style="list-style-type: none"> Tablet/Smartphone offerings 	<ul style="list-style-type: none"> Digital Learning 	<ul style="list-style-type: none"> Device Review WAN Review 	<ul style="list-style-type: none"> Device Refresh 	<ul style="list-style-type: none"> Full estate Review Review Cloud readiness estate

Technology Solution - Digital print & mail strategy

The Council has already embarked on an ambitious strategy to become paperless.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Digital print & mail (paperless) strategy</p> <p>Reducing our use of paper and print through the Print and Mail Programme.</p>	<ul style="list-style-type: none"> • “My letters” desktop sending of Royal Mail letters using online system. • Digital Mail assistant – scanning of inbound mail to the Council direct to recipients e mail account • Digital Scanner technology deployed to allow scanning of FOI’s and legacy paperwork to digital archives • Recycled Paper for copiers and envelopes introduced • Reduced mailing vehicles and physical mail pickups by 80% contributing to carbon reduction targets 	<ul style="list-style-type: none"> • Deploy papercut software – centralising bulk printing • Develop and communicate a Council wide print policy and framework. • Start paper form usage reduction processes • Reducing storage space for legacy and future documents • Increase back scanning of archive to reduce storage footprint 	<ul style="list-style-type: none"> • Deploy Multi-Functional Devices to schools and corporate estate to a reduced footprint • Introduce local printing and scanning hubs • Introduce individual printing transparency and billing for MFD copier usage • Identifying Lean and automation opportunities and developing and deploying them while promoting digital processes rather paper-based ones 	<ul style="list-style-type: none"> • Reduce colour and black and white printing • Reduce volumes of A3 printing • Reduce transactional mailing volumes for all centralised mailings – using document composition tools and expertise • Identifying Lean and automation opportunities and developing and deploying them while promoting digital processes rather paper-based ones 	<ul style="list-style-type: none"> • Identifying Lean and automation opportunities and developing and deploying them while promoting digital processes rather paper-based ones • Reduced energy consumption evident from using newer more efficient Multi-Functional Devices 	<ul style="list-style-type: none"> • Look to reduce centralised printing facilities footprint in line with much more reduced demand where possible • Deploy scanning to SharePoint once SharePoint has been rolled out – TBC

Technology Solution - Customer Digital Engagement

Though the Customer Digital Engagement programme we will look to create a single view of our customers to better model and shape our services and provide more targeted support to those citizens who need it most.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<ul style="list-style-type: none"> Customer Digital Engagement Move from traditional customer engagement routes to omnichannel, providing citizens with greater choice around how to transact and the 24/7 ability to pay, report or request public services. 	<ul style="list-style-type: none"> Report forms for: Litter, Road, Pavement, Streetlight, Pothole, Road Sign, Graffiti, Dog Fouling, Overhanging tree, bush or foliage problem Grit Bin Requires Filling, Missed Bins (communal and individual)/ Communal Bin full or Overflowing Request a Grit Bin, Recycling Bin or Box, Special Uplift/Bulky Waste, Assisted Bin collection Garden Waste subscription Register for Garden Waste/ Garden waste change of details View Account History/Transaction Change of Details Set up Account/Create a Citizen Compliment, Suggestion or Complaint/ General Enquiry Building Payment, Fixed Penalty Notice Payment, Sheltered Housing T.V. License Payment ESRS - Shared Repairs, roadworks penalty notice Pay us back - housing benefit Pay your Council Tax or Business rates, Council rent Non-emergency housing repairs School Transport Adult and Children Social Care Assessment forms 	<ul style="list-style-type: none"> Omni Channel – give customers choice of channels to transact with the council, maximising the proportion of digital transactions and reduce where possible face-to-face transactions Citizen centric – put citizens at the centre of what we do by engaging them in the design and delivery of services Digital by default – implement a digital approach to the delivery of services Mobile first – priority to ensuring that that services can be delivered through mobile technology 	<ul style="list-style-type: none"> Fully Integrated Housing Repairs process Consolidate Knowledge Base that can be surfaced through the CRM Full integration of comms platforms (i.e. Mitel, Social media) with Verint CRM 	<ul style="list-style-type: none"> To be confirmed - options include: Integration of Civica CX with Verint Integration of Civica EDM with Verint Replace myGovScot single sign on platform with a fit for purpose solution that includes facility for business accounts 		<ul style="list-style-type: none"> Customer Digital Engagement programme - create a single view of our customer transactions to shape our services and provide targeted support where needed. This will use: UPRN & UCRN as key identifiers Provide single source of truth on the customer and the services they consume Enable personalised and localised services to be delivered Support pro-active grouping of services around user needs

Technology Solution - Data as an asset

Our data is an asset that is of value to the organisation and our partners that needs to be managed accordingly.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Data as an asset</p> <ul style="list-style-type: none"> Through better use of systems, we will ensure that our data is: Easier to identify and find Managed consistently across the organisation Transferrable into information to support our evidence-based decision making Support the work of our localities Stored once and defined by effective metadata and information governance framework/rules Structured to support a single view of the customer Subject to constant analysis and review cycle to ensure effectiveness data management and governance (IGU) <p>Ensure our data is used and shared ethically</p> <p>Open data where possible and capable of exploiting Smart City Data</p> <ul style="list-style-type: none"> Exploitable by AI in generating potential automations, additional intelligence, security heuristics etc 	<p>GIS Developments</p> <ul style="list-style-type: none"> Continuing to work with NHS National Services Scotland using our in-house Geographical Information Systems (GIS) capability to improve the data we have in modelling COVID-19 outbreaks and to assist in our response to this. This work is part of a wider data sharing project with NHS NSS and both Glasgow City Council and Aberdeen City Council. NHS Lothian is following the outputs of this work closely and we are sharing this with them 	<p>Business Intelligence</p> <ul style="list-style-type: none"> The Business Intelligence project aims to integrate and leverage software information assets, and to transform data into actionable insights that drive the Council's strategic and tactical business decisions. Construction of the waste collection dashboards (RouteSmart and Confirm) are now in the final stages of Operational Acceptance Testing expected go live Q2 2021. In parallel, the team are working on dashboards for HR and Homelessness services 	<p>LSCMI Upgrade</p> <ul style="list-style-type: none"> Migrating H&SC Level Service/Case Management Inventory to new Scottish Government service Digital Services to work with IGU to support and contribute to Data Strategy 	<p>Health & Social Care rostering</p> <ul style="list-style-type: none"> Upgrade of online workforce management and rostering system - timescales to be finalised 	<p>We will work with services to improve the tools that enable a Council-wide approach to business intelligence to enhance services and digital engagement with our customers and communities.</p>	<p>We will highlight the benefits of sharing open data and its use to help model and shape our services and our city.</p>

Digital capabilities and services - Security

We will ensure that Council infrastructure is secure and resilient, and that continuity of services is maintained using appropriate technical measures to protect our network and the data we hold in our systems.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Security</p> <ul style="list-style-type: none"> The security challenges we face are increasing and ever changing. As well as more documented attack routes such as virus or ransom ware, other challenges are emerging. Our increased use of multiple and remote devices creates a challenge to protecting this as our increased use of systems and who accesses them increases the attack surface for those wishing to compromise our security. 	<ul style="list-style-type: none"> Follow National Cyber Security Centre (NCSC) current guidelines, including NCSC 10 steps to Cyber Security – ongoing every year Ensure compliance with Cyber Resilience Framework, CE+, PSN Improve cyber defences e.g. phishing Enhance password policy for Corporate Provide comprehensive security and awareness platform for all staff to detect, deter and defend against cyber threats - delivered through MetaCompliance Work with partners across the public sector through participation in the Cyber Security Information sharing partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG) Develop a comprehensive communication plan for cyber security 	<ul style="list-style-type: none"> Follow NCSC guidelines Ensure compliance with Cyber Resilience Framework Improve cyber defences Implementation of all NCSC active cyber defence tools – implementation of DMARC/DKIM Enhance password policy for Learning & Teaching Support cloud first strategy by moving the onus on patching to vendor/contract - by moving services to the cloud Work with public sector partners through participation in the Cyber Security Information sharing partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG) - ongoing Maintain and develop cyber risk management framework – joint cyber risk register Update comms plan for cyber security 	<ul style="list-style-type: none"> Follow NCSC current guidelines Ensure compliance with Cyber Resilience Framework Improve cyber defences Enhance password policy for Learning & Teaching Implementation of DMARC/DKIM Improve cyber defences data loss prevention – work with IGU Develop a comprehensive communication plan for cyber security – ongoing Improve cyber defences network access control as part of Network management audit 	<ul style="list-style-type: none"> Follow NCSC current guidelines Ensure compliance with Cyber Resilience Framework Improve cyber defences Implementation of DMARC/DKIM Support the implementation of a framework to manage shadow IT Support cloud first strategy by moving the onus on patching to vendor/contract - by moving services to the cloud Review thin client delivery to improve security – support technology “Refresh” implementation of all NCSC active cyber defence tools – implementation of DMARC/DKIM Update comms plan for cyber security 	<ul style="list-style-type: none"> Follow NCSC current guidelines Ensure compliance with Cyber Resilience Framework Improve cyber defences Continued delivery of security and awareness platform Implementation of DMARC/DKIM Work with public sector partners through participation in the Cyber Security Information sharing partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG) -ongoing Maintain and develop cyber risk management framework – joint cyber risk register Update comms plan for cyber security 	<ul style="list-style-type: none"> Follow NCSC current guidelines Ensure compliance with Cyber Resilience Framework Improve cyber defences Improve cyber defences data loss prevention Implementation of NCSC active cyber defence tools Upgrade/remove legacy applications – support cloud first strategy adoption Continued delivery of security and awareness platform Work with public sector partners through participation in the Cyber Security Information sharing partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG) - ongoing Maintain and develop cyber risk management framework – joint cyber risk register Update comms plan for cyber security

Digital capabilities and services – Standards

We plan to measure performance to improve our service both strategically and operationally using metrics to measure success.

We will focus on transforming our service provision to better meet the changing requirement of the organisation and a modern workforce. Using industry standard practices for IT service management that focuses on aligning IT services with the needs of business approach.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
Performance Management Measuring performance to continually drive improvements and customer satisfaction.	<ul style="list-style-type: none"> Monthly CSR meetings CSI (Continuing Service Improvement) discussed as part of CSR meeting 	<ul style="list-style-type: none"> Incident response and resolution analyse to ensure meeting SLAs Customer satisfaction review Continue to progress innovation. E.g. Amelia RMs to set up meeting with Business areas re strategy 	<ul style="list-style-type: none"> Review KPIs Look to improve service related to customer feedback Have trackers set up relating to Strategy with Business areas 	<ul style="list-style-type: none"> Implement KPI changes Review Trackers 	<ul style="list-style-type: none"> Reassess KPI changes impact Over-arching review of Business areas matching strategy 	
Service Management Improve service management provision through delivery of continual improvements for users.		<ul style="list-style-type: none"> Improving user experience piloting Chat- bot Amelia Continual improvement of Service Catalogue Continue to Promote use of My-ICT ITIL training for appropriate staff 	<ul style="list-style-type: none"> Roll out of Chat- bot Continual Service Improvements Monitor uptake of My-ICT Ensure ITIL standards are being met Review Digital Services Customer facing processes Continued focus on CSI 	<ul style="list-style-type: none"> Chat Bot embedded Work with Comms to promote channel shift online Implement Digital Service Customer facing review Outputs 	<ul style="list-style-type: none"> Move to more online tools – self service 	<ul style="list-style-type: none"> Service Strategy Review

Digital capabilities and services - Standards

We will apply a blended approach to project change management which will bring together the best elements of the Prince2 and Agile methodologies. Change requests will be assessed and coordinated through a joint change review board. The board will check that requests have a supporting business case and align to our enterprise reference architectural principles and technology roadmap. The change process will include options to fast-track legislative and emergency requests.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
Change Management Establish and embed improved change management processes that meet the needs of the Council for technology change requests and project and portfolio management.	<ul style="list-style-type: none"> Weekly Programme Boards and Risk Reviews to ensure effective management of project risks and plans, and regular highlight reporting Application of PRINCE2 project management methodology for all major projects Quality Gate processes in place to evaluate, authorise, and monitor projects through their lifecycle Weekly Relationship Management meetings with CGI to provide guidance and quality check change requests Weekly Joint Change Review Board to review the progress of changes requests and discuss risks, escalations, and prioritisations Formal reporting of Change Performance SLA's through the Monthly Partnership Board 	<ul style="list-style-type: none"> Development and sign-off of the Change Improvement Action Plan between the Council and CGI Launch of Emergency / Resilience Change Process to fast-track legislative and emergency requests Early adoption of Hybrid Agile / Waterfall models enabling more iterative approaches to project delivery e.g. for CDE & Print projects Cloud First work underway to transition Licensing onto "Software as a Service" running on the Civica cloud 	<ul style="list-style-type: none"> Development of Annual Digital Business Plans in place with each Service area - ensuring alignment with the Digital and Smart City Strategy Consolidation of digital business plans into the Council-wide 2022/23 Strategic Programme of Work (SPoW) Relaunch the change process guidelines on the ORB Emergency / Resilience Change Processes fully operational Digital Working Groups established across all directorates to improve collaboration 	<ul style="list-style-type: none"> Establish a network of Digital Champions embedded within service areas Cloud First – further developments to transition the next tranche of applications onto the Cloud Simple and Complex Change Performance review including change backlogs, delivery on time, value-for-money, and customer satisfaction Introduce online submission & tracking for all change requests via the Remedy self-service portal 	<ul style="list-style-type: none"> Annual refresh of Digital Business Plans with each Service area - ensuring alignment with the Digital and Smart City Strategy Extending in-house development capacity e.g. Business Intelligence and Website accessibility Cloud First – business case developments and projects to transition the next tranche of applications onto the Cloud / SaaS Model 	<ul style="list-style-type: none"> Embedding Continuous Improvement into our change processes Cloud First -majority of applications move onto the cloud Agile Waterfall becomes the dominant delivery model - applying a more iterative approach focused on fine-tuning deliverables to the needs of the business Move towards a portfolio approach to digital programme management, in line with future business demand

Digital capabilities and services - Standards

Develop capability to be responsive to changing business needs. Embrace more agile and customer focused apps to support improved digital engagement with our citizens.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Business Solutions As well as changes to our Infrastructure and the way we transform our business, we need to position our line of business systems to be an engine for change.</p>	<p>Total Mobile (Housing Repairs and Mobile Working)</p> <ul style="list-style-type: none"> Phase 2 delivered a new mobile workforce management solution for Empty Homes and Gas Servicing and further enhancements to the Repairs archiving system Activity surrounding Phase 3 to bring further efficiencies is now in flight <p>Payment Gateway Upgrade</p> <ul style="list-style-type: none"> Project underway to migrate the Barclaycard payment gateway from 'Smartpay A' to 'Smartpay Fuse'. This covers online payments for a wide range of services including the contact centre, outdoor learning, planning applications, and the adult education programme <p>HIS (Homeless) Application Replacement</p> <ul style="list-style-type: none"> Continue to work with Homelessness Services to provide early-life support for their new Northgate case management system. Further work is now planned for phase 2 of the project to automate processes and drive further efficiencies 	<p>Ensuring systems are fit for purpose:</p> <ul style="list-style-type: none"> Departments to carry out audits of all their key systems <p>Ensuring that the data we hold, is needed, accurate and up to date:</p> <ul style="list-style-type: none"> Information Governance and departments to carry out audit <p>Developing systems and staff capability to be responsive to changing business needs:</p> <ul style="list-style-type: none"> Change process to ensure that futureproofing is always considered in terms of system agility and staff capacities 	<ul style="list-style-type: none"> Council Relationship Managers to attend Strategic meetings with Business areas to ensure any developments match the Digital strategy 	<p>Rationalising our portfolio to reduce datasets, costs and improve sharing of data:</p> <ul style="list-style-type: none"> Change process to always consider re-use ahead of off-the-shelf, ahead of bespoke and new. Update and review "Council on a Page" Enterprise Architecture to uncover potential for rationalisation Review of RM Board attendance and outcomes 	<ul style="list-style-type: none"> Relationship Managers Embedded in Business area Strategic meetings 	<ul style="list-style-type: none"> Relationship Managers to identify other opportunities

Governance

A balanced governance model will provide flexibility with optimal discipline.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>A range of governance tools will be put in place to provide assurance that the technologies we implement, and the investments made to put these in place, serve the strategic aims of the Council, the business needs of services and are in line with this Strategy.</p>	<p>As part of our already established Weekly Programme and Risk Review meetings we will:</p> <ul style="list-style-type: none"> ensure that the key deliverables from this strategy are subject to the same governance arrangements to ensure effective management of project risks and plans, and regular highlight reporting 	<p>In addition to the Strategy implementation plan and its reporting requirements to Corporate Leadership Team, we will:</p> <ul style="list-style-type: none"> establish a Smart Cities Board All proposed changes, projects and programmes will be required to have: <ul style="list-style-type: none"> an approved business case funding available to implement and maintain the change through lifetime of the proposed solution Investment related to the individual projects or programmes and be provided by the Service responsible for the change We will set up: <ul style="list-style-type: none"> Enterprise Architecture Authority Design (EADA) Change Board Digital Strategy Group Improved departmental Digital Governance Joint Council/CGI Disaster Recovery Board due to be re-established We will: <ul style="list-style-type: none"> Work with Internal Audit to review and assess the adequacy and effectiveness of the processes and governance controls established to support development, communication, and implementation of the Council's Digital and Smart City Strategy 	<p>The Enterprise Architecture Board will be re-invigorated and:</p> <ul style="list-style-type: none"> ensure that we have an agreed baseline architecture guide technology investment decisions - including funding investments review technology standards, processes, and procedures make recommendations for the implementation plan and future technology strategies Review of shadow IT - procurement to be managed under a new framework/system by Feb 22 	<ul style="list-style-type: none"> Reflect national picture 	<p>We will take forward:</p> <ul style="list-style-type: none"> updated cloud and cyber security strategies clear ICT governance arrangements participation in national and regional programmes collaborative working with partners strategic alignment with Council goals and vision opportunities for innovation Governance review 	<ul style="list-style-type: none"> Digital Strategy review

Digital Council and Smart City - Digital Learning

To realise our vision, partners at both a national and local level will work together to achieve all four of the interrelated objectives that are central to successful digital learning, teaching and assessment:

- Develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning and teaching
- Improve access to digital technology for all learners
- Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
- Empower leaders of change to drive innovation and investment in digital technology for learning and teaching

Key deliverable	Delivered to date	December 2021	June 2022	December 2022	June 2023	2023 and beyond
<p>Digital Learning Supports and promotes the appropriate and effective use of digital technology within education to give all City of Edinburgh learners the opportunity to improve their educational outcomes and to develop digital skills that will be vital for the future, learning and work in an increasingly digital world.</p>	<ul style="list-style-type: none"> • Digital Learning and Teaching framework shared with all education staff • Cross sectoral Digital Learning Board established • Funding and agreement to embark on Empowered Learning project • Key staff identified to create staff networks that will support Empowered Learning • Engagement with educational staff networks, third parties, and council colleagues to create and populate Learning Management System (Thrive) • Enhanced engagement of core platform MS365 to ensure continuity of resources, allow networking between settings and safe interactions with external partners. • Introduction of core interactive multi-media curricular content platform (ClickView) • Engagement with National E-Learning offer (eSgoil and West OS) as hosted on ClickView 	<ul style="list-style-type: none"> • Infrastructure reviews conducted at each educational establishment (Early Years, Primary, Secondary and Special schools) • Improvements to infrastructure made at each educational setting • Deployment of 1 to 1 devices for all Secondary teaching staff and Secondary learners • Appointment of 3 Digital Learning Development Officers to support Digital Learning Coordinator network and the development of e-learning materials • Digital Learning Coordinator networks engaged to support teaching staff, learners, and their wider school communities • Promote engagement with Learning Management System (Thrive) • Edinburgh Learns curricular teams will support the review and update of curricular progressions and subsequent training opportunities 	<ul style="list-style-type: none"> • Empowering school leaders to drive innovative changes within their setting • Providing professional learning opportunities for staff and ensuring equity of access to such opportunities by embracing e-learning (DLC networks and Thrive) • Focusing on STEAM subjects to ensure learners are prepared with a digital toolset fit for future life and workspace 	<ul style="list-style-type: none"> • Deployment of 1 to 1 devices for all Early, Primary and Special teaching staff • Deployment of 1 to 1 devices for P6 & P7 learners • Deployment of devices in a ratio of 1 to 5 for P1 – P5 learners • Deployment of devices to Special and EY learners as appropriate to those settings • Providing professional learning opportunities for staff and ensuring equity of access to such opportunities by embracing e-learning (DLC networks and Thrive) 	<ul style="list-style-type: none"> • Developing our employees to be comfortable with the technologies we use to deliver service • Providing and promoting e-learning to enhance digital skills • Continuing professional learning opportunities for teaching staff • Edinburgh Learns curricular groups to support evaluation of Empowered Learning identifying areas for further support and next steps 	<ul style="list-style-type: none"> • Review and refresh Empowered Learning provision

Digital Council and Smart City - Digital Skills

Consumer technology growth has created a new digital era. There is an increased need for consumers to develop their own digital literacy and cyber resilience skills to engage digitally with the Council and our customers must feel empowered to do so.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Digital Skills To be the Digital Council we aspire to be we will need different skills and knowledge. We will need:</p> <p>Council</p> <ul style="list-style-type: none"> • Leaders who understand the value technology brings to our organisation • Leaders who develop digital skills to become digital leaders • A digitally skilled workforce who engage with professional development to further develop and enhance digital skills <p>Customers</p> <ul style="list-style-type: none"> • Citizens who feel confident in their digital skills and secure in their ability to promote their own cyber resilience • Citizens who engage with Smart City and Digital Council initiatives providing feedback that helps to shape future improvements <p>Schools and Lifelong learning</p> <ul style="list-style-type: none"> • Learners who engage with opportunities to develop their digital literacies • Learners who develop their understanding of their own cyber resilience to be safe and secure when using digital tools. • Learners who have digital skills for life, learning and work. Skills that will empower them to become the digital citizens and workforce of the future • Teachers who utilize digital tools to support their working, develop high-quality teaching and effective assessment methods 	Elected Member ICT and Digital Sounding Board meetings		<p>We will do this by:</p> <ul style="list-style-type: none"> • Developing our employees to be comfortable with the technologies we use to deliver services • Providing and promoting e-learning to enhance digital skills • Providing professional learning opportunities for staff and ensuring equity of access to such opportunities by embracing e-learning 	<p>We will do this by:</p> <ul style="list-style-type: none"> • Provide and signpost a wide range of digital support tools and materials • Provide adult learning opportunities using e-learning opportunities • Deliver digital inclusion learning opportunities for citizens via our libraries • Designing services and support capabilities that deliver digital inclusion for all our citizens • Embracing social media as a tool for engagement and communication both internally and externally <p>We will do this by:</p> <ul style="list-style-type: none"> • Supporting schools and early years to access and deliver a 21st century educational experience • Empowering school leaders to drive innovative changes within their setting • Providing up to date infrastructure, hardware, and software to ensure learning to enable learning that provides the best future life chances for all learners • Focusing on STEAM subjects to ensure learners are prepared with a digital toolset fit for future life and workspace • Embracing our core platform MS365 to ensure continuity of resources, allow networking between settings and safe interactions with external partners 	Review digital literacy and cyber resilience skills against participation and engagement, identify gaps and develop opportunities for further engaging and empowering customers and colleagues	Review digital literacy and cyber resilience skills against participation and engagement, identify gaps and develop opportunities for further engaging and empowering customers and colleagues

Digital Council and Smart City - Digital Inclusion

Digital inclusion is about ensuring the benefits of the internet and digital technologies are available to everyone. This is important not only to ensure that citizens can access Council services, but also to support the Council's central priorities of reducing poverty and improving well-being. Our aim is to provide our citizens with access to digital connectivity and that we can provide support for our citizens to gain digital skills and the confidence to use them.

Key deliverable	Delivered to date	Sept – Dec 2021	March 2022	Sept – Dec 2022	2023	Beyond 2023
<p>Digital inclusion We will:</p> <ul style="list-style-type: none"> • Ensure connectivity is available in our community spaces including libraries, schools, and early years settings • Ensure citizens can access resources within our libraries • Ensure citizens can access learning opportunities to further their digital skills and cyber resilience abilities • Ensure that digital literacies are embedded into all aspects of the curriculum • Foster positive relationships between families and early years settings/schools allowing for support opportunities to be identified • Provide equity of access to digital resources for all learners in schools • Ensure that citizens on low incomes are involved in the design and development of digital services that matter to them • Ensure low cost affordable broadband is available for Council tenants • Working with partners CityFibre to enable FTTP (fibre to premises) rollout across the City • Work with third sector partners to promote access to affordable digital equipment • Working with 3rd sector partners to provide families with connectivity and devices as part of the SG Connecting Scotland programme. Connecting Scotland is a Scottish Government initiative being managed by the Scottish Council for Voluntary Organisations set up during the pandemic to provide funding to support organisations to help get every citizen in Scotland online 	<ul style="list-style-type: none"> • In March 2020, at the start of the Covid-19 pandemic, we worked to provide our most vulnerable families with devices and connectivity • Schools worked during lockdown to provide devices to pupils to enable remote learning • Funding and agreement to embark on Empowered Learning project, Empowering Learners through access to digital platforms & apps • Ensuring that all our Council owned homes have a fast and reliable broadband service will support our colleagues across the Council to work in a more mobile and efficient way while ensuring our tenant's needs are met. This will also enable services across the Council, such as the Smart Cities project to continue to develop their programme to reduce/eliminate the barrier of internet access. • City of Edinburgh council is working in partnership with CityFibre and Openreach to provide super-fast fibre broadband infrastructure to all our council own homes. Through open networks, this infrastructure will prove our tenants with the ability to choose from over 600 different broadband providers, ensuring they have access to the best deals without any set up costs, to date 8,917 homes have been connected 	<ul style="list-style-type: none"> • Delivery of Empowered Learning which will see nearly 40,000 digital devices to children and teachers in the city, training and roll out of this solution will start August/September - deployment of 1 to 1 devices for all Secondary teaching staff and Secondary learners • We will continue to work with our partners to identify and develop opportunities around our digital infrastructure to improve connectivity, improved connectivity will mean that our citizens, councillors, colleagues, visitors and businesses will benefit from full use of our digital services and increase participation in a digital city • CityFibre and broadband infrastructure work well underway, now reviewing options to utilise this infrastructure and settle on a final strategy upon completion of research and due diligence 	<p>Edinburgh Poverty Commission identified that action must be taken to address and ensure that digital participation opportunities are made available for those living with poverty. We will:</p> <ul style="list-style-type: none"> • Support the delivery of measures set out in the Council's Our Future Council; Our Future City plan to provide digital inclusion opportunities for our citizens. We will continue to identify opportunities, develop plans and work with partners to exploit and deliver these commitments throughout the lifespan of the strategy • Continue to explore and develop digital connectivity opportunities • CityFibre and broadband connectivity work continues 	<ul style="list-style-type: none"> • Providing up to date infrastructure and hardware • Edinburgh Libraries will provide three distinct digital support offers to customers which we believe will help improve digital skills on a local level. • Get Online – volunteer led 1:1 support for all learners. Sessions are informal and user-led and will be underpinned by the Good Things Foundation's Learn My Way online modules and resources • Get Online with BT Skills for Tomorrow. Skills for Tomorrow is a major new programme by BT designed to empower 10 million people by giving them the skills they need to flourish for the digital future, supporting learners in improving their digital literacy and enabling them to make use of digital technologies in ways that will help reduce long-term unemployment • Get Online – VIP • Smart technology and many e-resources offer accessibility functions which can support and facilitate access for customers with sight loss and visual impairment. Get Online VIP sessions explore people's needs and provide the right support through small workshops and demonstrations of Apple iPads • As part of their Community Benefits commitments CGI will undertake work to improve digital inclusion and participation • Deployment of 1 to 1 devices for all Early, Primary and Special teaching staff • Deployment of 1 to 1 devices for P6 & P7 learners • Deployment of devices in a ratio of 1 to 5 for P1 – P5 learners • Continue to explore and develop digital connectivity opportunities • CityFibre and broadband connectivity work continues 	<ul style="list-style-type: none"> • Edinburgh Learns curricular groups to support evaluation of Empowered Learning identifying areas for further support and next steps • Continue to explore and develop connectivity opportunities • CityFibre and broadband connectivity work continues 	<ul style="list-style-type: none"> • Review and refresh Empowered Learning provision • In planning to be confirmed: • Replace desktops and software in all library locations • Provide an Online Public Access Catalogue (OPAC) in every library location • Upgrade of People's Network and potential for introduction of "tablet" technology • Self-service kiosks • Review of digital connectivity infrastructure and development of plans to meet with current and future technologies • CityFibre expect to have completed their build by the end of 2024

Digital Council and Smart City - Smart Cities

A smart city is an urban area that uses different types of Internet of Things (IoT) sensors to collect data then use insights gained from this to manage assets, resources, and services. Our vision for a smart city is the application of data and technology to increase efficiency, minimise costs and enhance convenience.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Smart Cities</p> <p>Our aim for Edinburgh is to:</p> <ul style="list-style-type: none"> • Make the city more liveable, workable, and sustainable • Have world class connectivity • Manage the city resources as effectively and intelligently as possible • Deliver world-class citizen-centric city services • Underpin a continuous process of reinvention, transformation, and creativity • Support economic development and long-term prosperity <p>Improve resilience</p> <p>Empower citizens to become smart/Digital Citizens of the future.</p> <p>For Edinburgh this will include:</p> <p>Connectivity – 5G and FTTP</p> <ul style="list-style-type: none"> • sensor technology, IoT, AI • smart parking and EV charging • wearable and mobile tech • smart public transport • city Wi-Fi • smart energy • health and social care • smart citizens • DDI • conversational platforms • GPS/GLONASS and location analytics • greater citizen engagement 		<p>We will continue over the course of the Strategy to reshape our IT services and help to reshape the city with a fully integrated IoT Platform. This will enable Edinburgh to take advantage of the opportunities afforded by new and transformative technologies to become a digital Council and a world leading Smart City.</p> <p>Through our Customer Digital Engagement and Web programme, we will be:</p> <ul style="list-style-type: none"> • Digital by default – implement a digital approach to the delivery of services • Citizen centric – put citizens at the centre of what we do by <p>Working with SFT/Infralink to encourage increased 4G/5G coverage across the City including working with our Planning team.</p>	<p>The City of Edinburgh Council is developing an operations centre to support smart city services. This internet of things (IoT) platform will be able to incorporate artificial intelligence (AI), smart bin and housing sensors, upgraded CCTV and analytics technologies. This concept is underway and will be delivered over the course of the coming years in phases.</p> <p>Edinburgh's plan for a Smart City Operations Centre foundational platform and sensors benefitting from 8th City European Regional Development Fund support. The 8th City Programme is one of 3 workstreams delivered by the Scottish Cities Alliance, a partnership of Scotland's seven cities and the Scottish Government</p> <p>Engagement with all mobile operators/infrastructure providers to encourage improved connectivity.</p>	<ul style="list-style-type: none"> • By delivering our Digital Skills and Digital Inclusion commitments, we will: • Provide and signpost a wide range of digital support tools and materials • Provide adult learning opportunities using • Deliver digital inclusion learning opportunities for citizens • Design services and support capabilities that deliver digital inclusion for all our citizens • Embrace social media as a tool for engagement • Smart City Operations Centre work continues 	<p>By treating data as an asset, we will:</p> <ul style="list-style-type: none"> • work with services to improve the tools that enable a Council-wide approach to business intelligence to enhance services and digital engagement with our customers and communities • Smart City Operations Centre work continues <p>Ongoing projects to improve 4G/5G coverage through use of Council Assets to improve coverage.</p>	<p>We will review our Smart City capability and create a portfolio of smart city projects that balances short-term versus long-term impact, risks, investment, and social value, and establishes key strategic outcomes. As part of the work of the board, we will:</p> <ul style="list-style-type: none"> • Develop a structured innovation management framework and innovation toolkit that builds on best practice from a broad range of relevant sectors • Work with 3rd party telecoms providers to exploit the connectivity available to us • Adopt and support the development of relevant Scottish UK and international Smart Cities actions and standards to build trust and confidence, ensure interoperability, and provide shared frameworks for city transformation plans • Develop governance to ensure a well-integrated smart city approach and coordinated governance of critical elements associated with portfolio, data and information management, cybersecurity, procurement, ethics, and privacy • Connect and share smart city knowledge, learning and assets • Introduce incubator projects at low cost to pilot tech benefits to solve real world problems • Smart City Operations Centre work continues

Digital Council and Smart City - Innovation

Innovation is about addressing problems in new and original ways that better meet the needs of customers.

Many developments in both the systems we use and in Smart Cities technology are experienced as innovation, having a disruptive impact on how services have previously been experienced or delivered; both positive and negative.

Key deliverable	Delivered to date	Sept – Dec 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>The Council sees two forms of innovation driving empowerment:</p> <ul style="list-style-type: none"> un-proven: The first focuses on new 'unproven' technology, where the Council would be an early adopter <p>proven: The second is the adoption of new, or re-use of existing, proven technologies by the Council. This approach will be supported through a business case approach.</p> <p>Both approaches will be supported as appropriate to the technology and the solution.</p>	<ul style="list-style-type: none"> Teams unified communications Team collaboration (on request) Mobile Device Management re-platform (Intune) Outlook Online BYOD self-service password reset Our Shared Repairs service was a Challenge Sponsor in the Scottish Government's CivTech 4.0 Innovation Programme, supported by Digital Services Relationship Management, its aim being to produce from scratch an app that would help encourage owners of the city's 17,000 tenements to keep their shared properties well maintained and safe. Phase 1 has been completed: The creation of Novoville Shared Repairs app, that owners can use to chat and build community, report common repairs required, vote as required by law, get and accept quotes from Trusted Traders, carry out repairs and pay their share due for work done 	<ul style="list-style-type: none"> OneDrive for Business CivTech/Novoville Phase 2 (pending business case approval) continues with the Shared Repairs team: is an internal case management cloud-based system for the Mixed Tenure Pilot. To provide the council's Mixed Tenure team with a dashboard that can be used to manage and track the legal process required to progress repairs in the Councils part owned mixed tenure blocks. Continue to use technology and innovation to assist in new ways of working 	<p>We will:</p> <ul style="list-style-type: none"> Promote an understanding of new products, process, services, or technologies that are emerging in the market, both locally and globally as well as from SMEs and well-established providers Support an innovative culture across the Council Enable third parties to pitch innovative concepts to the Council following procurement guidelines Provide a structured mechanism for the Council to explore and manage its technology innovation portfolio Engage and consult key stakeholders on benefits and opportunities of Cloud adoption <p>We will:</p> <ul style="list-style-type: none"> Encourage cross-departmental re-use and sharing of systems/resources Continue to use technology and innovation to assist in new ways of working 	<ul style="list-style-type: none"> Continue to explore and exploit innovation and collaboration opportunities through DDI (data driven innovation) Review strategy and update to reflect current innovations, technologies, security, and the Council's technology landscape Empowering school leaders to drive innovative changes within their setting Continue Cloud migration Continue to use technology and innovation to assist in new ways of working 	<ul style="list-style-type: none"> Identify opportunities to Increase and drive automation Continue Cloud migration Continue to use technology and innovation to assist in new ways of working 	<p>Potential to drive innovation further with adoption of additional Microsoft 365 capabilities:</p> <ul style="list-style-type: none"> e.g. low code no-code (PowerApps and Flow) migration of G drives to Teams/SharePoint and a range of other new 365 tools Identify further innovation opportunities Final Cloud migration strategy move Continue to use technology and innovation to assist in new ways of working

Digital Council and Smart City - Technology Sustainability

The City of Edinburgh Council has set an ambitious city-wide target to become carbon neutral by 2030.

Key deliverable	Delivered to date	Sept 2021	March 2022	Sept 2022	2023	Beyond 2023
<p>Technology sustainability</p> <p>Digital Services and our delivery partners for technology and Smart Cities are committed to contributing to this carbon neutral target in several ways including reducing:</p> <ul style="list-style-type: none"> • Energy use • Carbon emissions • The amount of waste generated • The effects of climate change 	<p>To date, we have:</p> <ul style="list-style-type: none"> • Reduced carbon emissions by implementing an automatic shutdown of PCs in pilot areas across the Council in the evenings and over weekends • Installed multi-function devices to replace printers and copiers across the Council • Chosen technology solutions with virtualisation of servers or cloud hosting where possible to promote better value, save energy and reduce heat output and comply with the European Code of Conduct for the operation of data centres energy efficiency • Disposed of hardware responsibly and in accordance with the waste electrical and electronic equipment (WEEE) Directive and recycled equipment where possible • Extended the lifecycle of PCs and other hardware assets to take advantage of both cost savings and reducing waste • Implemented home/remote working solutions that reduce travel between sites and between home and work 	<ul style="list-style-type: none"> • Continue to collect and dispose of hardware responsibly and in accordance with the waste electrical and electronic equipment (WEEE) Directive and recycled equipment where possible when lifting of Covid restrictions allow 	<ul style="list-style-type: none"> • Continue to collect and dispose of hardware responsibly and in accordance with the waste electrical and electronic equipment (WEEE) Directive and recycled equipment where possible when lifting of Covid restrictions allow 	<ul style="list-style-type: none"> • Review WAN • Device review • Complete Win2K8 server decommission - reducing number of servers 	<ul style="list-style-type: none"> • Commence device refresh planning focusing on how we can make this more sustainable e.g. use of thin client (remote connection to central server rather than the reliance on local hard drive will mean less need for enhanced devices) 	<ul style="list-style-type: none"> • Support 2030 Climate Strategy where digital technology as an enabler can contribute • CGI has committed to achieving net zero carbon emissions by 2030 with respect to carbon emissions • The City of Edinburgh Council has committed to become a "net-zero" city by 2030. Digital Services will work with CGI to reduce CO2 emissions and achieve these sustainability goals through innovative energy solutions

Key deliverables that aren't viable for progression will be shown in the table below. There can be several reasons why this can happen, as technology is an enabler it may be that the technology to deliver these has changed significantly, or largescale business delivery review is undertaken which means a different technology approach is required. As part of our overarching principles we will balance delivery, quality, best value, and scope. We will focus on ensuring the delivery of quality solutions that offer best value and meet requirements across the entire organisation. This table will be updated quarterly.

Strategic Theme	Key deliverable not initiated	Rationale

Appendix 2 – Strategic Programme of Work

DIGITAL SERVICES - STRATEGIC PROGRAMME OF WORK - AUGUST 2021																			
Category	Project	Comment	YEAR 2020/21												YEAR 2021/22				
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Legislative	Elections	Delivering ICT systems and support for the Parliament and Local Authority Elections					●											●	
Legislative	Annual Billing	Annual Council Tax, Non Domestic Rates and Business Improvement Districts billing projects				●												●	
Legislative	Year End Closures	Annual Finance Systems Year End					●											●	
Customer & Web	Rolling CDE & Web Programme	Rolling programme of Channel Shift / Customer Digital Enablement (CDE) projects																	///
Customer & Web	- CDE- Bulky Waste	Online bulky waste form successfully launched in February		●															
Customer & Web	- CDE Repairs Direct	Integrated on line bookings for Housing repairs - timescales to be finalised																	●
Customer & Web	- CDE Payment Form Rollouts	Rolling programme of payment forms e.g. Pre Planning Applications-timeframes TBC	●			●				●					●			●	
Customer & Web	Website Accessibility Programme	Programme to ensure core Council websites are fully accessible for people with disabilities																	
Customer & Web	Customer & Transactions Portal Print	Rollout of a new Council Tax and Benefits citizen portal and print solution				●													
Transformation	Health & Social Care Rostering	Upgrade of online workforce management and rostering system - timescales to be finalised																●	
Transformation	ERP Project	Oracle eBusiness suite upgrade																●	
Transformation	Housing Asset Management - Phase 1	Housing stock asset management system upgrade - timeframes to be finalised																●	
Transformation	Licensing Application Upgrade	Upgrade of legacy case management system with the cloud based Civica CX product for Licensing.																●	Phase 1 - Licensing
Transformation	Total Mobile - Phase 3	Further upgrades to the mobile Housing Repairs workforce application - timeframes TBC																	
Transformation	Smart Cities (SC) Programme																		
Transformation	- SC - Empowered Learning	Empowering Learners through access to digital platforms & apps-timeframes TBC																	
Transformation	- SC - City Operations Centre	Creating a smart city ops centre to deliver transformative digital services - timeframes TBC																	
Transformation	Business Intelligence (BI)	Delivering a consolidated BI reporting service that provides performance dashboards & reports																	
Transformation	Hosted IDOX	Migration of Planning & Building Standards application into the IDOX Cloud - timeframes TBC																	
Transformation	Electronic Document Management	Tools to support document management & collaboration. Phase 1 live. Further phases TBC	●																
Transformation	Rolling GIS / Mapping Programme	Working with NSS and in-house GS team to improve modelling of COVID-19 outbreaks			●				●						●			●	
Development	SWIFT Upgrade	Upgrade of SWIFT social care case management system - timescales to be finalised																	
Development	iTrent Upgrade	HR and Payroll application upgrade			●														

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Policy and Sustainability Committee

10:00am, Tuesday, 5 October 2021

Council Asbestos Policy 2021-24

Executive/routine	Routine
Wards	
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee approves the Council Asbestos Safety Policy 2021-24.

Stephen S. Moir
Executive Director of Corporate Services

Contact: Chris Lawson, Head of Health and Safety
Legal and Assurance Division, Corporate Services Directorate
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Council Asbestos Policy 2021-24

2. Executive summary

- 2.1 This Policy reconfirms the position of the Council with regards regulatory compliance with the management of asbestos in council operated/managed buildings, both domestic and non-domestic. It further clarifies the requirement for relevant service areas to construct, implement, monitor and review asbestos management systems and procedures appropriate to service area activity, including the provision of emergency arrangements.
- 2.2 The Policy replaces the existing Corporate Policy for Managing Asbestos, dated 3 October 2017.

3. Background

- 3.1 Asbestos, commonly found in many buildings¹, constructed or refurbished before 2000, is a known carcinogen and is subject to strict regulatory controls to minimise exposure. The diseases associated with asbestos arise when asbestos fibres are inhaled and penetrate deep into the lung causing harm to the lining of the lungs. Exposure to asbestos has long term health implications including mesothelioma, lung cancer and asbestosis.
- 3.2 The Council has legal obligations to manage asbestos under the Health and Safety at Work etc. Act 1974 and the Control of Asbestos Regulations 2012 (CAR12). The accompanying Health and Safety Executive Approved Code of Practice (L143) and supplementary standards and guidance provide guidance on how the 'duty to manage' asbestos, set out in Regulation 4, should be met.
- 3.3 This Policy sets out how the Council will comply with legal and regulatory requirements, aimed at preventing exposure to asbestos.

¹ Also found in older plant, vehicles, equipment and other historical artifacts.

4. Main report

- 4.1 This Policy replaces the existing Council Managing Asbestos Policy and reconfirms the position of the Council with regards regulatory compliance with asbestos legislation and approved codes of practice, standards and guidance, setting out the overall intent and key controls for managing risks associated with exposure to asbestos.
- 4.2 The Policy applies to Council owned, managed or leased buildings (buildings operated/controlled by the Council), both domestic and non-domestic, and all employees and third parties who interact with Council services but are not employees.
- 4.3 The Policy further clarifies the need for specific Directorate/Divisional asbestos management systems, incorporating operational procedures, specifically designed to;
- assist duty holders in compliance with their statutory duties;
 - locate any asbestos containing materials (ACMs) in Council buildings and assets and assessing their condition (surveying);
 - maintain accurate records of the location and condition of ACMs and assessing the risk from them;
 - take appropriate action to manage the risk associated with ACMs;
 - provide information and advice on the location, type, and condition of the material to anyone who could be in a position to disturb ACMs (provision of asbestos registers, etc.);
 - ensure effective arrangements are in place should an accidental release of asbestos fibres occur;
 - ensure appropriate information, instruction and training is given to all relevant Council employees;
 - ensure the engagement, where required, of suitably licensed, qualified and experienced contractors to carry out works on asbestos (e.g. removal or encapsulation); and,
 - identify and provide health surveillance for staff who have worked with, or have been exposed to, asbestos².
- 4.4 The policy includes arrangements at a Directorate/Divisional level to monitor the Asbestos Management Systems with input and scrutiny from Directorate/Divisional Management and Employee Representatives. Directorates/Divisions will have undertaken to consult with Trade Union colleagues to ensure that procedures and practices to implement this Policy are capable of effective and timely implementation.

² For limited exposure Occupational Health referral may be appropriate.

5. Next Steps

- 5.1 This revised policy will be brought to the attention of all employees along with additional support information for duty holders.

6. Financial Impact

- 6.1 There is an existing, accredited, asbestos specialist provision within the Council who are currently developing Directorate/Divisional asbestos management systems therefore there are no anticipated adverse financial impacts arising from this report.

7. Stakeholder/Community Impact

- 7.1 By adopting this policy, the Council will be ensuring employees, service users and other third parties who resort to our buildings and assets are safe, so far as is reasonably practicable, from the risk of harm from asbestos exposure.
- 7.2 Consultation and engagement has taken place with recognised Trade Unions and relevant changes made.
- 7.3 Consultation and engagement has taken place with Directorates and Divisions and associated management teams, and relevant changes made.
- 7.4 There are no negative equality or sustainability issues arising from this Policy.

8. Background reading/external references

- 8.1 The risk associated with asbestos will be managed in accordance with the undernoted legislation and guides:
- 8.1.1 The Health and Safety at Work, etc. Act 1974 [\[Link\]](#).
 - 8.1.2 The Construction (Design and Management) Regulations 2015 (CDM) [\[Link\]](#).
 - 8.1.3 The Control of Asbestos Regulations 2012 (CAR12) [\[Link\]](#).
 - 8.1.4 Health and Safety Executive approved code of practice (L143), second edition, 2013 and guides [\[Link\]](#).
 - 8.1.5 The Management of Health and Safety Regulations 1999 [\[Link\]](#).

9. Appendices

- 9.1 Appendix 1 - The City of Edinburgh Council Asbestos Policy 2021 - 24

Council Asbestos Policy

Implementation date: 14 October 2021

Control schedule

Approved by	Policy and Sustainability Committee
Approval date	14 October 2021
Senior Responsible Officer	Stephen Moir, Executive Director of Corporate Services
Author	Chris Lawson, Head of Health and Safety
Scheduled for review	05 October 2024

Version control

Version	Date	Author	Comment
0.1	03 Oct 2017	Sam Jennings	The existing Corporate Policy for Managing Asbestos will be superseded.
0.2	05 October 2021	Chris Lawson	The existing Corporate Policy for Managing Asbestos will be superseded.

Committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
03 Oct 2017	Corporate Policy and Strategy Committee	Council Managing Asbestos Policy	See link to report
01 Dec 2020	Policy and Sustainability Committee	Council Health and Safety Policy	See link to report

Council Asbestos Policy

1. Introduction

- 1.1 Asbestos, commonly found in many buildings¹ constructed or refurbished before 2000, is a known carcinogen and is subject to strict regulatory controls to minimise exposure. The diseases associated with asbestos arise when asbestos fibres are inhaled and penetrate deep into the lung.
- 1.2 The Council has legal obligations to manage asbestos under the Health and Safety at Work etc. Act 1974 and the Control of Asbestos Regulations 2012 (CAR12). The Approved Code of Practice, and HSE guidance on the Asbestos Regulations provides guidance on how the 'duty to manage' asbestos set out in Regulation 4, should be met.
- 1.3 The City of Edinburgh Council will ensure, so far as is reasonably practicable, that the risk associated with Asbestos will be managed in accordance with: -
- The Health and Safety at Work, etc. Act 1974 [\[Link\]](#)
 - The Construction (Design and Management) Regulations 2015 (CDM) [\[Link\]](#)
 - The Control of Asbestos Regulations 2012 (CAR12) [\[Link\]](#); and
 - Health and Safety Executive approved code of practice (L143), second edition, 2013 and guides [\[Link\]](#).

2.0 Policy Aims

- 2.1 The primary aim of this Policy is to ensure the health, safety and wellbeing of employees and other persons from the risk of harm from exposure to Asbestos.
- 2.2 The Council will do this by employing suitable and sufficient Service Area led asbestos management systems (AMS) designed to;
- locate any asbestos containing materials (ACMs) in Council buildings and assets and assessing their condition;
 - maintain accurate records of the location and condition of ACMs and assessing the risk from them;
 - take appropriate action to manage the risks associated with ACMs;
 - provide information and advice on the location, type, and condition of the material to anyone who could be in a position to disturb ACMs;
 - ensure effective arrangements are in place should an accidental release of asbestos fibres occur;
 - ensure appropriate information, instruction and training is given to all

¹ Also found in older plant, vehicles, equipment and other artifacts.

- relevant Council employees;
- ensure the engagement, where required, of suitably licensed, qualified and experienced contractors to carry out works on asbestos (e.g. removal or encapsulation); and
 - identify and provide health surveillance for staff who have worked with, or have been exposed to, asbestos².

3.0 Scope

- 3.1 This Council Asbestos Policy is designed to protect the health, safety and welfare of all employees, service users and other relevant persons and is applicable to the management of asbestos where the council has direct responsibilities as owners, occupiers, or managers of both domestic and non-domestic premises, as appropriate. It is applicable across all sites and activities, *whether temporary or permanent*, and should be read in conjunction with the Council Health and Safety Policy and supporting Council Duty Holder guide.

4.0 Roles and Responsibilities

- 4.1 The Council will organise its asbestos management arrangements around existing organisational governance and assurance structures and will ensure the provision of robust leadership and management systems, with clearly defined roles and responsibilities, for asbestos risks.

4.2 The City of Edinburgh Council

The Council and its elected members, as the governing body and employer, have the overall statutory responsibility for occupational health and safety, including the management of asbestos risk within the Council.

4.3 Chief Executive and Corporate Leadership Team

The Chief Executive has delegated authority from the City of Edinburgh Council for the delivery, management and performance of this asbestos policy and is supported in this by the Executive Directors who form the Council's Corporate Leadership Team (CLT), along with other relevant officers who attend that group.

Additionally, the Chief Executive and the CLT will:

- a) implement and endorse this policy as a visible demonstration of ownership and ensure its values are appropriately communicated throughout the organisation;
- b) agree how this policy will be measured, monitored and reported through the setting of appropriate key performance indicators and to review such performance data, celebrating achievement and taking corrective action where targets are not being met;

² For limited exposure Occupational Health referral may be appropriate.

- c) allocate suitable resources for the proper management of asbestos; and
- d) ensure emergency procedures encompass all relevant asbestos related risks.

4.4 Premises/site Asbestos Duty Holder

The most senior manager/employee within the Directorate/Division in the relevant building, e.g. Head Teacher, Care Home Manager, etc. (or by local agreement) shall be the designated '*Duty Holder*' within the definition of the above legislation. In Council operated multi-occupied premises/sites, in addition to their normal managerial responsibilities, the most senior manager with the largest number of staff on site (or selected by collective agreement), e.g. depot manager, shall be nominated the duty holder responsible for the co-ordination and co-operation of asbestos safety responsibilities, as appropriate, of cross Service Area/third party boundaries in the premises or site.

The duty holder is responsible for local (day to day) asbestos management arrangements within the relevant premises/site and will ensure;

- a) this Policy is communicated and followed by all employees and relevant third parties;
- b) asbestos Registers are up to date and readily available at all times to those employees of the Council, external contractors and others who may need to refer to them;
- c) emergency procedures are followed if there is an unplanned release of asbestos fibres; and
- d) the immediate reporting of any adverse events involving asbestos on the Council adverse event reporting system and to Operational Services or Housing, Family Support and Fair Work as appropriate.

4.5 Service Director, Operational Services

4.5.1 The Service Director: Operational Services has responsibility for the management of asbestos in non-domestic Council buildings and assets, except those managed by third parties on our behalf and leased buildings³. The Service Director is also responsible for putting in place arrangements to respond to the risks associated with unplanned and unexpected presence of / exposure to asbestos containing materials at household waste recycling centres and the illegal disposal of asbestos products in the community (fly tipping). The Service Director will design and implement a written Service Area asbestos management system (AMS) with procedures that ensure:

- a) a commitment to comply with all relevant asbestos legislation and Health and Safety Executive, approved codes of practice and relevant guidance notes;

³ Unless specifically stated in a lease or other agreement.

- b) the prevention of exposure to risks associated with asbestos containing material;
- c) any asbestos containing materials that may be present in any of its buildings are monitored and maintained in a condition so as to prevent the possibility of any harm to health occurring;
- d) all buildings, pre 2000, are subject to an asbestos management survey programme and an **asbestos register** for these buildings is prepared and maintained. This register, held centrally and on site, will undergo regular reviews and will be updated after any treatment and/or removal works have been undertaken;
- e) asbestos containing waste is managed in accordance with regulation 24 (*management of asbestos waste*) and Schedule 2 (*special provisions on the labelling of articles containing asbestos*) of The Control of Asbestos Regulations 2012 and the Special Waste Amendment (Scotland) Regulations 2004⁴;
- f) that only accredited asbestos bodies are used for asbestos surveying works, asbestos air testing and asbestos analysis work;
- g) that an appropriate asbestos refurbishment or demolition survey strategy is in place in accordance with current legislation;
- h) the provision of adequate personal protective equipment for employees, as indicated through suitable and sufficient risk assessment for any relevant activity, including the storage and handling arrangements of the same;
- i) emergency procedures are established for dealing with unexpected release of asbestos fibres and for unexpected exposure to asbestos or asbestos containing materials.
- j) any unplanned release of, or exposure to, asbestos fibres is reported to Corporate Health and Safety immediately on the SHE adverse event reporting system and verbally by telephone (Corporate Health and Safety will investigate all asbestos events and notify the enforcing authorities, as appropriate);
- k) employees who may have been exposed to asbestos are referred to the Council's Occupational Health provider;
- l) appropriate written procedures are in place for the management of contractors working with, or potentially exposed to, asbestos;
- m) that appropriate asbestos training is provided to management and employees;
- n) a suitable number of Asbestos Officers for Facilities Management undertakings are appointed;
- o) any unplanned release of asbestos fibres or unplanned exposure is immediately reported to Corporate Health and Safety and internally within the Directorate/Division.
- p) responsibilities for managing asbestos are clearly set out in lease agreements between the Council and third parties (whether buildings are leased from or to the Council);
- q) the provision of safety information and guidance to members of the community who inadvertently bring possible asbestos related products to our recycling sites, and
- r) sufficient resources are made available to implement their responsibilities

⁴ Asbestos waste is 'Special Waste' when it contains more than 0.1 % asbestos.

under this Policy.

4.5.2 The AMS for all corporate properties shall be continually monitored for effectiveness and reviewed annually by the Service Director: Operational Services.

4.5.3 As part of the AMS arrangements, the Service Director: Operational Services, shall form a Service Area asbestos committee, meeting not less than every 8 weeks, to discuss the performance of the AMS and other issues relevant to asbestos safety. The membership of this committee will include a representative from Corporate Health and Safety and Employee Safety Representatives.

4.6 **Service Director: Housing, Family Support and Fair Work**

4.6.1 The Service Director: Housing, Family Support and Fair Work has responsibility for the management of asbestos in domestic Council buildings and assets (and in most of the domestic housing portfolio, will also be the duty holder). The Service Director: Housing, Family Support and Fair Work will design and implement, a written Service Area asbestos management system (AMS) with procedures that ensure:

- a) a commitment to comply with all relevant asbestos legislation and Health and Safety Executive, approved codes of practice and relevant guidance notes;
- b) the prevention of exposure to risks associated with asbestos containing material;
- c) the provision of adequate personal protective equipment for employees, as indicated through suitable and sufficient risk assessment for any relevant activity, including the storage and handling arrangements of the same.
- d) That any asbestos containing materials that may be present in any of its buildings, (or common parts where the Council is responsible) are monitored and maintained in a condition so as to prevent the possibility of any harm to health occurring;
- e) all buildings, pre 2000, are subject to an asbestos management survey programme and an **asbestos register** for these buildings is prepared and maintained. This register, held centrally and on site (where appropriate), will undergo regular reviews and will be updated after any treatment and/or removal works have been undertaken⁵;
- f) that only accredited asbestos bodies are used for asbestos surveying works, asbestos air testing and asbestos analysis work;
- g) that an appropriate asbestos refurbishment or demolition survey strategy is in place in accordance with current legislation, ensuring a written scheme of work is completed prior to any planned work with asbestos containing materials.
- h) appropriate written procedures are in place for the management of contractors working with, or potentially exposed to, asbestos;
- i) ensure that appropriate asbestos training is provided to management and

⁵ as part of planned project work, conducting a minimum 20% representative survey of each architectural housing type to identify the location, type and condition of asbestos.

- employees;
- j) the provision of information to tenants and landlords regarding the management of asbestos in Council buildings and Council housing;
 - k) a suitable number of Asbestos Officers for Housing, Family Support and Fair Work undertakings are appointed;
 - l) emergency procedures are established for dealing with unexpected release of asbestos fibres and for unexpected exposure to asbestos or asbestos containing materials;
 - m) any unplanned release of, or exposure to, asbestos fibres is reported to Corporate Health and Safety immediately on the SHE adverse event reporting system and verbally by telephone (Corporate Health and Safety will investigate all asbestos events and notify the enforcing authorities, as appropriate);
 - n) employees who may have been exposed to asbestos are referred to the Council's Occupational Health provider.
 - o) responsibilities for managing asbestos are clearly set out in lease agreements between the Council and third parties (whether buildings are leased from or to the Council); and
 - p) sufficient resources are made available to implement their responsibilities under this Policy.

4.6.2 The Housing, Family Support and Fair Work AMS shall be continually monitored for effectiveness and reviewed annually by the Service Director.

4.6.3 As part of the AMS arrangements the Service Director: Housing, Family Support and Fair Work will form a Service Area asbestos committee, meeting not less than every 8 weeks, to discuss the performance of the AMS and other issues relevant to asbestos safety. The membership of this committee will include a representative from Corporate Health and Safety, Place (Management) and Employee Safety Representatives.

4.6.4 Housing, Family Support and Fair Work specialist resources will be made available to Place Management upon request to provide guidance and advice on asbestos issues.

Note: Any artefact held in storage or within cultural venues, i.e. museums, etc. that contain asbestos will come within the AMS of the relevant Service Area.

4.8 **Directorate/Divisional Asbestos Officers**

4.8.1 Asbestos Officers provide specialist advice to Directorates/Divisions. They are responsible for, but not limited to:

- a) maintaining the Directorate/Divisional asbestos management system;
- b) maintaining asbestos management plans, records, and survey reports;
- c) ensuring that condition monitoring is carried out at least annually;
- d) ensuring Asbestos Registers are in place;
- e) providing expert advice to responsible parties on the management of asbestos;
- f) maintaining a record of reportable incidents; and ensuring they are recorded on SHE;

- g) where required, assisting Corporate Health and Safety in the investigation of adverse asbestos events;
- h) commissioning asbestos plans, surveys, condition monitoring, sample testing and air testing analysis by competent providers in compliance with relevant legislation and guidance;
- i) commissioning removal and disposal, or encapsulation of asbestos containing materials by licenced contractors in compliance with relevant legislation and guidance;
- j) identifying poor or best practice with the relevant Directorate/Division,
- k) provision of bespoke asbestos training, as required; and,
- l) maintaining competence through continuous professional development.

4.9 **Head of Health and Safety**

4.9.1 The Council Head of Health and Safety is responsible for:

- a) defining the content of this Policy and reviewing it after any major incident, and updating it as necessary;
- b) providing guidance, interpretation and materials as required, to help achieve compliance with this Policy;
- c) ensuring all reported asbestos-related adverse events are investigated, as appropriate;
- d) ensuring all notifiable asbestos-related incidents are reported to the Health and Safety Executive;
- e) providing asbestos awareness training to relevant staff, as part of the corporate health and safety training schedule;
- f) defining the minimum required compliance information / metrics that should be used to continually evaluate compliance, and reporting onwards appropriately; and
- g) ensuring consultation with employees and their trade union representatives on health and safety matters, including asbestos.

4.10 **Line Managers**

- 4.10.1 Employees that manage staff in any capacity are responsible for promoting good asbestos safety practices in the workplace, challenging inappropriate behaviors and recognising good practices within their teams. Specifically, they will ensure;
- a) that the Policy and appropriate Service Area AMS is communicated, understood and followed by their direct reports and others under their control;
 - b) that appropriate asbestos training is conducted for their direct reports and others under their control, and records are maintained;
 - c) all adverse events or conditions are reported to their line manager and on the Council's SHE adverse event reporting system; and
 - d) the referral of any employee to Occupational Health who has been inadvertently exposed to asbestos fibres; records to be retained for 40 years by the Occupational Health provider.

4.11 All Employees

4.11.1 Everyone has a responsibility for their own health and safety, as well as that of others who may be affected by their work, acts or omissions. Everyone has the right not to proceed with any activity if they feel it poses a danger to their safety or that of others, and they must immediately raise their concerns with their line manager.

Employees will:

- a) take reasonable care of themselves and co-operate with the Council on the measures taken to mitigate against the exposure to, or release of, asbestos fibers.
- b) carry out their work safely and in accordance with this Policy and the Service Area AMS;
- c) not interfere with or misuse any equipment provided for the purposes of safety;
- d) use equipment (including personal protective equipment) only for its intended purpose and report any faulty, damaged or unsafe equipment to their line manager/supervisor;
- e) report any personal injury and work-related ill health, and accident or incident (including 'near misses') immediately to their line manager, and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence that may be required;
- f) undertake asbestos training and induction, when required; and
- g) bring any breaches of this Policy, Service Area AMS or local health and safety arrangements to the attention of their line manager or building/site duty holder.

4.12 Contractor Management

4.12.1 It is the responsibility of the contract owner within the Service Area to manage and control the activities of contractors. Specifically, contract owners shall:

- a) ensure that contractors have undergone appropriate and robust checks, and are deemed competent, suitable and fit to undertake work for the Council;
- b) provide contractors with all necessary information, including this asbestos Policy and relevant AMS to ensure their safety and the safety of others within the building or site;
- c) ensure contractors adhere to the local arrangements within the building/site and to make such arrangements with the duty holder to maintain these whilst in the building/site;
- d) ensure that all contractors have provided the necessary health and safety control documents (e.g. health and safety risk assessments, method statements, survey reports, etc.);
- e) plan, resource, manage and supervise the contract, as appropriate, (including operating an access/permit to work, etc. system), proportionate with the level of risk.
- f) comply with the requirements of the Control of Asbestos Regulations 2012 and approved codes of practice, where appropriate;
- g) ensure that all contractor personnel co-operate with any incident investigation on the part of the Council, including the provision of witness evidence; and

- h) inform their Council contract owner if they have any special need or requirement for their personal safety (relevant protected characteristic) whilst engaging with the Council.
- 4.13 In addition to Directorate/Divisional asbestos committees, the Service Directors of relevant Divisions shall meet on a six-monthly basis to discuss common asbestos issues and events involving asbestos throughout the Council, including best operational practice and enforcement engagement. This committee will be chaired, cyclically by each Service Director and will comprise of Directorate/Divisional asbestos specialists, managers and Corporate Health and Safety.

5.0 Implementation

- 5.1 This Policy supersedes the Council Managing Asbestos Policy dated 03 Oct 2017.
- 5.2 Implementation will be effective from 05 October 2021.

6.0 Integrated Impact Assessment

- 6.1 This policy has been assessed as beneficial to employees and the community with no negative integrated impact implications.

7.0 Risk Assessment

- 7.1 Failure to adopt this policy and contents carry the following risks;
- Inhalation of asbestos fibres can result in long term asbestos related diseases including lung cancer and malignant mesothelioma, and non-malignant disorders such as asbestosis.
 - The potential impact of failure to manage asbestos also includes legal liabilities, regulatory censor, financial losses, business disruption and reputational damage.

8.0 Review

- 8.1 In line with the Council's Policy Framework this policy will be reviewed every three years or more frequently if required or best practice materially changes.

**CITY OF EDINBURGH COUNCIL
POLICY AND SUSTAINABILITY COMMITTEE**

Item No 3

5 OCTOBER 2021

DEPUTATION REQUESTS

Subject	Deputation
3.1 In relation to Item 7.9 on the agenda – End Poverty in Edinburgh Annual Report	End Poverty Edinburgh

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